



# A survey report on services and tools that national associations provide and its achievement

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CIVICUS

World Alliance for Citizen Participation

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CIVICUS House

24 Gwigwi Mrwebi Street, Newtown 2001

Johannesburg, South Africa

Tel: +27 (0) 11 833 5959      Fax: +27 (0) 11 833 7997

Website: <http://civicus.org>

Coordinated by the Japan Association of Charitable Organizations

2-27-15, Hon-komagome, Bunkyo

Tokyo, 113-0021, Japan

Tel: +81 (3) 3945-1017      Fax: +81 (3) 3945-1267

Website: [http://www.kohokyo.or.jp/english/eng\\_index.html](http://www.kohokyo.or.jp/english/eng_index.html)

## FOREWORD

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CIVICUS official side event “Roles and Responsibilities of National Associations” hosted by the Japan Association of Charitable Organizations was held in Montreal, Canada on September 7th, 2012 and created evaluation form for national associations based on provision of services, tools and capabilities with 58 participants including representatives from national associations, other CSOs, government agencies and UN.

A mission of this event was to create learning environment among national associations sharing the evaluation form which they have evaluated by themselves. It is expected that every participants will be able to evaluate by themselves and recognize what level they are comparing with others. From here onward, each of participants can learn each other by knowing their evaluation facts.

For the second phase, we are planning to create evaluation form for national associations based on their effectiveness and achievement in terms of LTA-governance training program, advocacy campaigns, membership programs or any other services and tools that they are providing for CSOs.

This report is consisting of 2 sections including;

- (1) Overview of the national associations based on provision of services and tools
- (2) Services and tools that each national association provides

National Associations are organizations that support charitable and nonprofit activities at national level and they are vital to the prosperity of civil society. We hope this report will be used as a reference with regard to the organization operation and stable management for national associations.

For more information on this report, please get in touch with Yoshiharu Shiraishi at [shiraishi@kohokyo.or.jp](mailto:shiraishi@kohokyo.or.jp).

Yoshiharu Shiraishi

Research associate of the Japan Association of Charitable Organizations

Secretariat of AGNA Asia regional group

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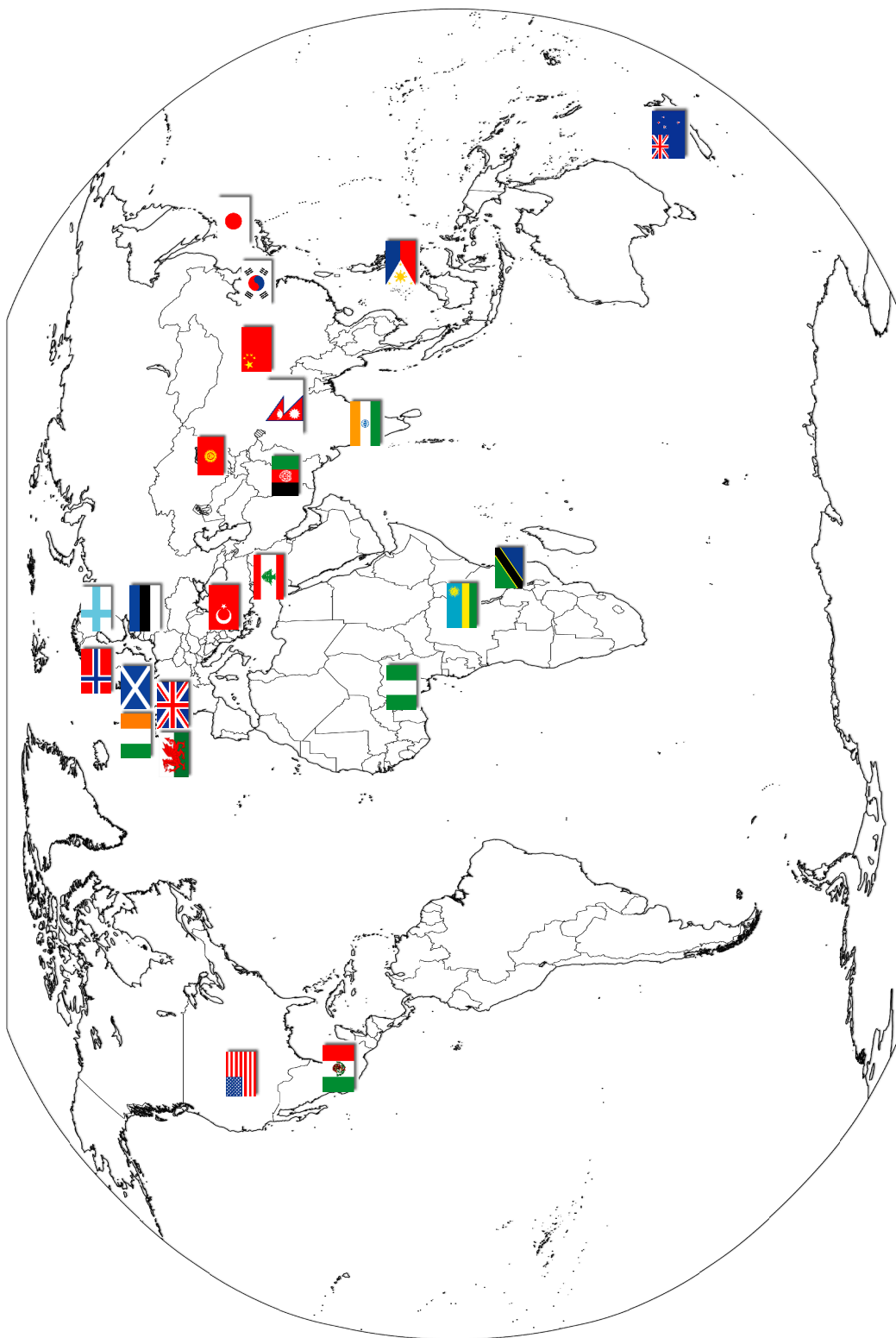
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## PARTICIPATING COUNTRIES

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## **PARTICIPATING ORGANIZATIONS**

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(Country name alphabetical order)

1. Afghan National NGOs Coordination Bureau (Afghanistan)
2. China Association for NGO Cooperation (CANGO) (China)
3. Network of Estonian Nonprofit Organizations (Estonia)
4. KEPA (Finland)
5. Voluntary Action Network India (VANI) (India)
6. The Wheel (Ireland)
7. The Japan Association of Charitable Organizations (JACO) (Japan)
8. Coalition for Democracy and Civil Society (Kyrgyzstan)
9. The Arab NGO Network for Development (Lebanon)
10. Mexican Center for Philanthropy (Mexico)
11. NGO Federation of Nepal (Nepal)
12. ANGOA, the Association of NGOs of Aotearoa (ANGOA) (New Zealand)
13. Nigeria Network of NGOs (Nigeria)
14. The Association of NGOs in Norway (Norway)
15. Caucus of Development NGO Networks (Philippines)
16. Conseil de Concertation des Organisations d'Appui aux Initiatives de Base (Rwanda)
17. Scottish Council for Voluntary Organisations (Scotland, UK)
18. GuideStar Korea Foundation (South Korea)
19. Tanzania Association of NGOs (TANGO) (Tanzania)
20. Third Sector Foundation of Turkey (TUSEV) (Turkey)
21. National Council for Voluntary Organisations (NCVO) (United Kingdom)
22. National Council of Nonprofits (United States of America)
23. Wales Council for Voluntary Action (Wales, UK)

## **SECTION 1**

Overview of the national associations  
based on provision of services and tools

## 1. A role of national association

A role of national association probably is to protect and expand civil society space at national level. To achieve this goal, national association probably needs to provide resource-matching function, supporting function, training function and lobbying function.



Figure 1. major functions of national association

To implement those 4 functions, 7 services as indicated below (Table 1) were thought to be important services that national associations can provide through the discussion during the session held in Montreal last year. This time, we initiated questionnaire investigation against national associations across the world and it was answered by 23 out of 28 organizations.

This report is based on the above investigation and it will tell you what kind of services our partners are providing and how they are evaluating on these services.

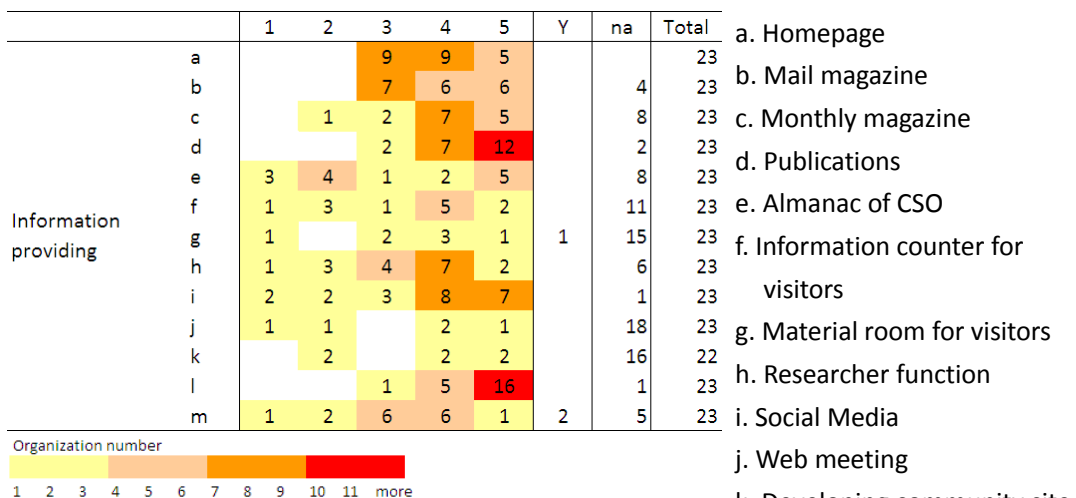
Table 1. A list of evaluation items based on provision of services and tools

<b>1. Information providing</b>	
a. Homepage	h. Researcher function (database search)
b. Mail magazine	i. Social Media
c. Monthly magazine	j. Web meeting
d. Publications (specialized book, etc.)	k. Developing community site
e. Almanac of CSOs (movement of CSO, statistics, etc.)	l. Conferences & meetings (Except 3-c,d: training programs & capacity building)
f. Information counter for visitors (advising desk)	m. CSO database system
g. Material room for visitors (open to public)	
<b>2. Resource-matching</b>	
a. Counseling services	g. Classification of organizations (code of activities)
b. Monthly magazine	h. Conferences & meetings focusing on matching
c. Mail magazine	i. Sectors orientation
d. Job placement system	j. Knowledge
e. Resources matching system	k. Volunteers
f. CSO database system	l. Professional human resources



<b>3. Management and governance</b>	
a. Advisory services	e. Providing software
b. Useful online/offline tools	f. IT support
c. Training programs	g. Policy (guidelines)& Strategies
d. Capacity building (CSO)	
<b>4. Human resource development</b>	
a. Training program for charity staffs	e. Training for trainers
b. Training program for Coordinators	f. Publications (specialized books, etc.)
c. Training program for Chief Executives	g. Capacity building for career development
d. Training program for volunteers	
<b>5. Networking &amp; coordination</b>	
a. Promotional activities for forming network with CSOs	c. Promoting advocacy and lobbying activities
b. Promotional activities for engaging with other sectors (Government, profit sectors)	d. Enhancing collaboration for goal achievement
	e. Enhancing coordination for goal achievement
	f. IT networking
<b>6. Evaluation</b>	
a. Developing criteria of evaluation items	e. Independent evaluative body
b. Developing evaluation system	f. External auditing
c. Assessment	g. Members & stakeholders feedback
d. Sharing evaluation results and learning on the internet or with other tools	
<b>7. Policy making</b>	
a. Research programs (working groups, round table discussion, etc.)	e. Active advocacy program and strategy
b. Introducing research reports or papers	f. Engaging with policy making bodies
c. Engaging with research institutions to share information	g. Follow up on effectiveness of policy
	h. Strategy communication
d. Agreeing on set of values (build consensus)	i. Public campaigning

## 2. Information providing



Y: Services that organizations provide but could not evaluate.

na: Services and tools that organizations are not providing.

Figure 2. Evaluation results of questionnaire survey on “information providing”

As described before, figure 2 through 8 tell you what kind of services 22 national associations are providing and how they are evaluating on these services.

Information providing which described earlier is one of the most important roles that national associations need to provide CSOs. 13 services from “a” through “m” as indicated above are thought to be helpful services for CSOs.

According to the item “a”, that means providing information through homepage, 23 organizations answered and 9 organizations evaluated score of 3 and 4 for each, and 5 organizations evaluated score of 5. No organizations answered that they do not provide information through homepage according to figure 2, may be because most of organizations think that homepage is a very effective way of providing information. For provision of e-mail magazine, 7 organizations evaluated score of 3, and 4 organizations do not provide this service.

In case of providing information through monthly magazine, publications, researcher function, social media, conferences and meeting, most of organizations evaluated score of 4 and above. In case of publishing Almanac of CSO, setting information counter for visitors, some organizations evaluate better score, others evaluate lower score. For providing research function and operating CSO database system, most of organizations evaluated score of 3 and 4.

Information counter for visitors, material room for visitors, web meeting and developing community site, most of organizations do not have these services.

### 3. Resource-matching

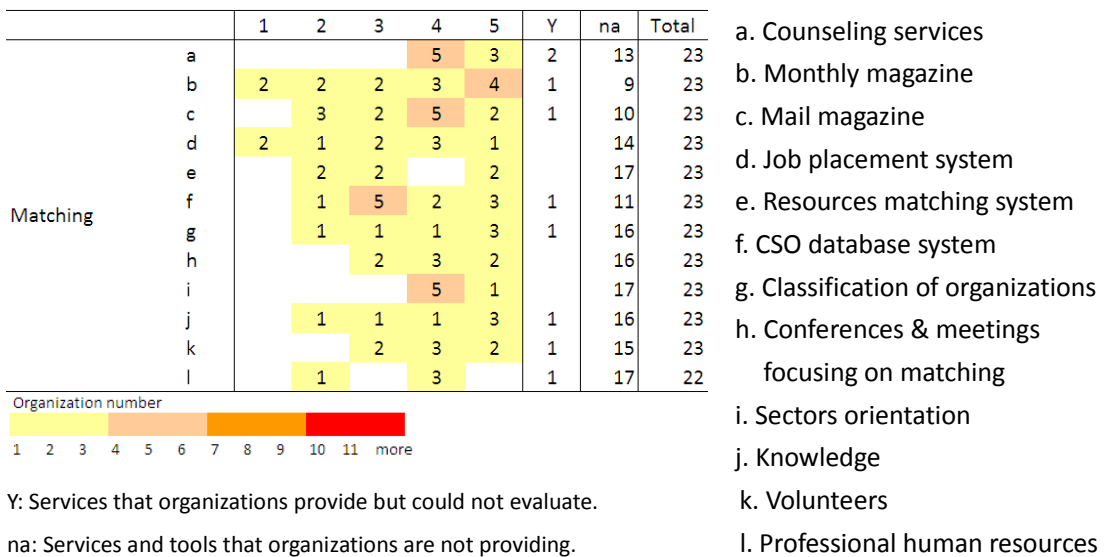
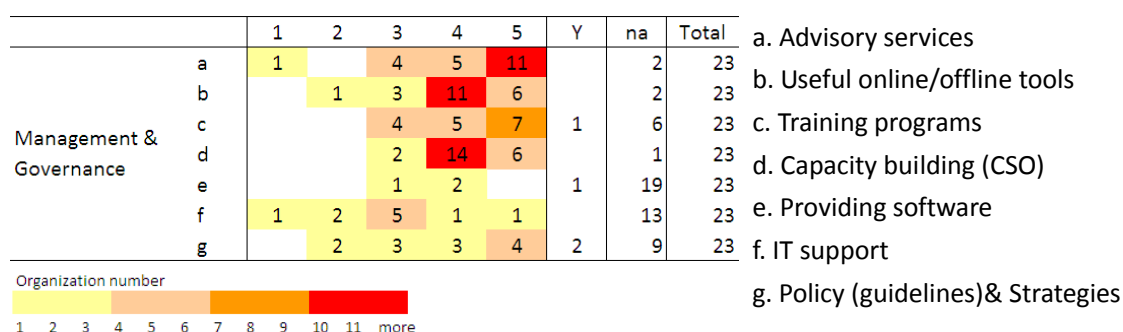


Figure 3. Evaluation results of questionnaire survey on “resource-matching”

It will be important for national associations to match several resource needs among charities, profit sectors, donors or government have, and coordinate them the resources and skills flow right direction.

According to the figure 3, services from “a” through “l” are thought to be an effective way to provide matching support. Distribution morphology of score is widely dispersed except counseling services and sectors orientation. 13 organizations provide information related to matching through monthly magazine and mail magazine, and most of organizations do not provide resources matching system through internet, etc., sectors orientation and matching service of professional human resources.

## 4. Management and governance



Y: Services that organizations provide but could not evaluate.

na: Services and tools that organizations are not providing.

Figure 4. Evaluation results of questionnaire survey on “management & governance”

Management of organization, human resources, finance, etc. are very important skills for CSOs to keep the organization healthy and stable, and they are wishing to receive these kinds of support from national associations. Particularly small organizations tend to have poor skills on this due to limited human resources and budgets.

Most of organizations are meeting the needs of CSOs and evaluating their services high score according to the figure 4. Many national associations provide advisory services, useful online/offline tools and expand capability to operate organization. On another front, most of them do not provide useful software for operation and IT support.

## 5. Human resource development

		1	2	3	4	5	Y	na	Total	
Human resource development	a			3	3	4	2	11	23	a. Training program(TP) for charity staffs
	b		1	1	3	2		16	23	b. TP for Coordinators
	c			1	2	3	1	16	23	c. TP for Chief Executives
	d			1	1	2	1	18	23	d. TP for volunteers
	e		1		5	1	1	15	23	e. TP for trainers
	f				2	4	1	16	23	f. Publications
	g	1			1		2	19	23	g. Capacity building for career Development

Organization number

1 2 3 4 5 6 7 8 9 10 11 more

Y: Services that organizations provide but could not evaluate.

na: Services and tools that organizations are not providing.

Table 5. Evaluation results of questionnaire survey on “human resource development”

Recruiting staffs and human resource development is a major challenge in CSOs across the world, but it is believed that stabilities of human resource work out the evolution of organization.

Most of organizations do not provide training programs and publications related to human resource development, especially capacity building for career development. Most of organizations providing these services evaluate high score of 4 and above, which is a great reassurance to other partners.

## 6. Networking and coordination

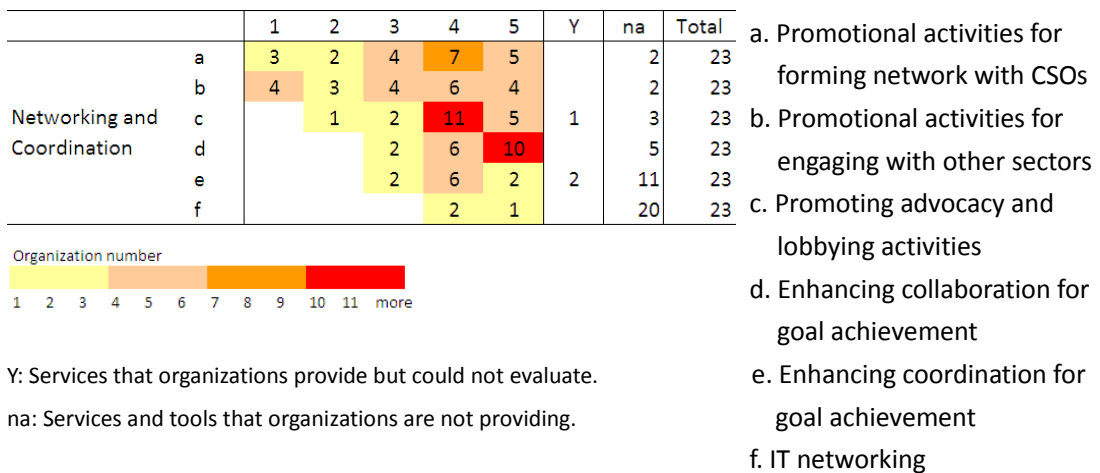


Figure 6. Evaluation results of questionnaire survey on “networking and coordination”

Forming and coordinating network to achieve a common goal is one of the important roles national associations should initiate.

Most of organizations promote forming networks with CSOs, engaging with other sectors, initiating advocacy campaigns with others and enhancing collaboration for goal achievement, and many of them evaluated score of 3 and above. However, just few organizations enhance coordination for goal achievement and promote networking, by means of internet or other digital tools.

## 7. Evaluation

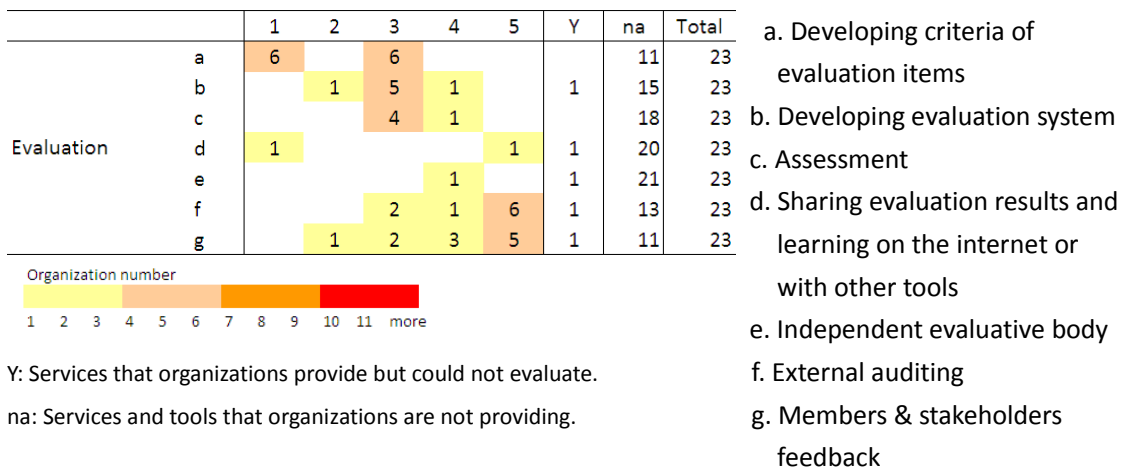


Figure7. Evaluation results of questionnaire survey on “evaluation”

It is important for national associations to develop criteria of evaluation items, evaluate CSOs and disclose the evaluation facts through internet to donors, other sectors and general public. However, there are only few national associations are providing these services. In the US, GuideStar US and BBB Wise Giving developed CSO evaluation mechanism and it gives an opportunity to develop donation culture and increase reliability, LTA and governance of CSOs.

12 organizations developed criteria of evaluation items but they evaluated lower score. Even organizations that developed evaluation system and assessed CSOs, most of them evaluated score of 3. On the other hand, most of organizations evaluated score of 5 for external auditing and members & stakeholder feedback.

## 8. Influencing policy making

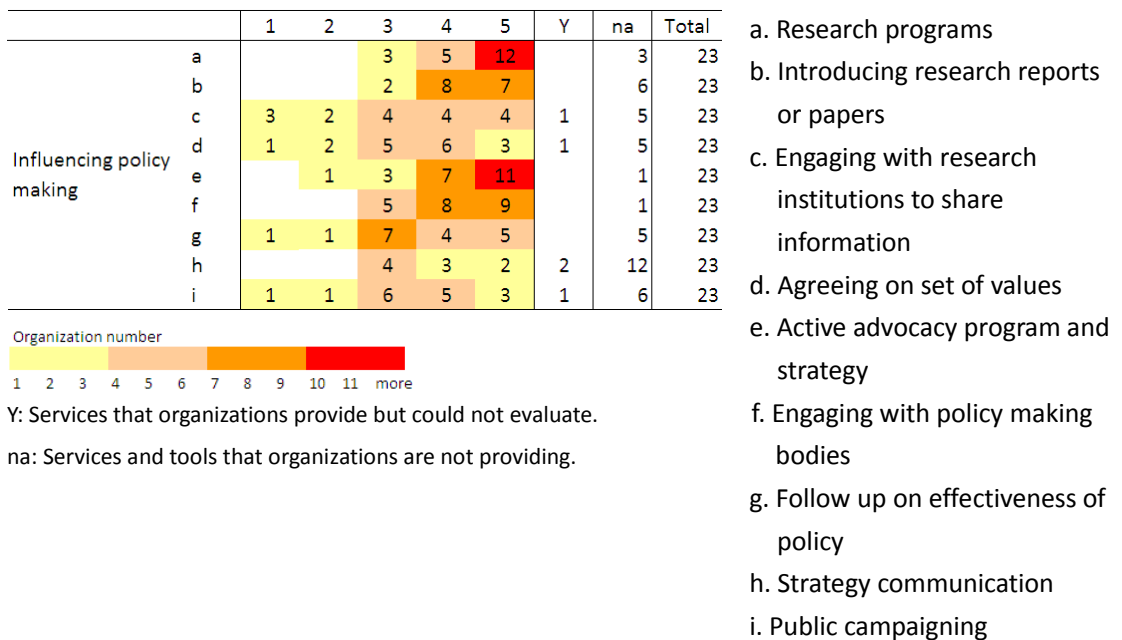


Figure 8. Evaluation results of questionnaire survey on “influencing policy making”

To engage with policy making process, it will be necessary for national associations to initiate several research projects to demonstrate actual evidence to policy makers. Following that, it is required to prepare research report or research papers if the outcomes and evidence are clear. National associations also have a role to control information flows as national information hub center. Promotional activities for forming network or engaging with research institutions or other sectors are important for collective power. To create values of issues and build consensus among CSOs are necessary when they initiate advocacy campaigns.

Here are the characteristics of the survey on above realistic matters influencing policy making. According to the figure 8, most of organizations initiate advocacy campaigns and they are doing excellent job particularly on making research programs, publishing research report, setting the advocacy program & strategy and engaging with policy making body.



## 9. Characteristics of each organization

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It will be easy to have learning opportunities among national associations if we know our partner's strong and weak points. From here onwards, this chapter will introduce you what services each organizations are providing, what services are achieving well or not achieving well (Figure 9).

Each organization's strong points are as indicated below;

**Afghan National NGOs Coordination Bureau:** information providing / management & governance / influencing policy making

**CANGO:** management & governance / human resource development / networking & coordination

**Network of Estonian Nonprofit Organizations:** Management & governance / evaluation

**KEPA:** information providing / influencing policy making

**VANI:** information providing / resource matching / influencing policy making

**The Wheel:** information providing / influencing policy making

**JACO:** information providing / influencing policy making

**Coalition for Democracy and Civil Society:** management & governance / influencing policy making

**The Arab NGO Network for Development:** networking & coordination / influencing policy making

**Mexican Center for Philanthropy:** matching / influencing policy making

**NGO Federation of Nepal:** information providing / influencing policy making

**ANGOA:** information providing / networking & coordination

**Nigeria Network of NGOs:** networking & coordination / influencing policy making

**The Association of NGOs in Norway:** management & governance / influencing policy making

**Caucus of Development NGO Networks:** networking & coordination / influencing policy making

**Conseil de Concertation des Organisations d'Appui aux Initiatives de Base:** information providing / matching

**Scottish Council for Voluntary Organisations:** management & governance / networking & coordination / influencing policy making

**GuideStar Korea Foundation:** information providing / management & governance

**Tanzania Association of NGOs:** management & governance / networking & coordination

**Third Sector Foundation of Turkey:** information providing / management & governance

**NCVO:** matching / human resource development / influencing policy making

**National Council of Nonprofits:** management & governance / networking & coordination / influencing policy making

**Wales Council for Voluntary Action:** information providing / management & governance / human resource development

	Information providing													Matching													Management & Governance						
	a	b	c	d	e	f	g	h	i	j	k	l	m	a	b	c	d	e	f	g	h	i	j	k	l	a	b	c	d	e	f	g	
Afghan National NGOs Coordination Bureau	3	4		2				3				4	4					1	3							3	4	3	4				
China Association for NGO Cooperation	3	3	4	4	2	2		4	3	2	4	4	3	4	4	2	3	2	3					3		5	4	5	5			5	
Network of Estonian Nonprofit Organizations	4	4	5	5			3	4		4	4		4	3	4						4					4	5	5	5				
KEPA	4	5	5	5	5	5	5	4	5			5	3	4	5	3	4	3	3	5	3	4	2	4	2	5	4	4	4			3	
Voluntary Action Network India	4	5	5	5	4	4	4		4	5		5	0	5	5	5					5	5	5	0	0	5	5	4	4			3	
The Wheel	5	4	4	5	1			3	5			5	4	0	1	4										5	4	0	4			3	
The Japan Association of Charitable Organizations	3	3	4	5	1			3	5			5	4		1	2	1	2	5							5	4		4			3	
Coalition for Democracy and Civil Society	3		3	3		1	1	4	4	4		5	1	4	2				3	2	4	4				4	3	4	3			2	
The Arab NGO Network for Development	4	3	4	5	1		3	4	2			5														5	4		4			3	
Mexican Center for Philanthropy	4	4	4	4	2	2		4	3		2	5		4	4	4	4		4	4			4	4		4	4	4	4				
NGO Federation of Nepal	5	3		4	2	2		1	1			5	4		0	0			3							1	2	3	3			1	
ANGOA, the Association of NGOs of Aotearoa	4	5		5	5			5			5	5	3	5	3	5	3	5	5			4	0	5		3	4		4			3	
Nigeria Network of NGOs	4		4				0	3	5			3	4	0	3				4	0						4	4	4	4			3	
The Association of NGOs in Norway	3	4		4		4			4			5	5	4									4			5	5	5	4			2	
Caucus of Development NGO Networks	4	3		4				2	2			5	2													3	3	3	4				
Conseil de Concertation des Organisations d'Appui au	3	4		3			4	2	4	4	4	3		3	3	4		2		4	4	3		4	3	3	3	4	3			2	
Scottish Council for Voluntary Organisations	4	5	5	5	4	5		4	5		5	5	4	5	5	5	5	3		5	5	4	5	4		5	5	5	5	4		5	
GuideStar Korea Foundation	5	5	2	5					4			3		2	2				3										5				
Tanzania Association of NGOs	3	3	3	4	3	4	3	2	1	1	2	4	2				2						3			3	4	4				4	
Third Sector Foundation of Turkey	5	5	5	5	5			5			5	5		4	4											5	5					4	
National Council for Voluntary Organisations	3	3		5	5	4		3	5			5				5	5	5		5			5			5	4	5	5			5	
National Council of Nonprofits	5			5				5	4			5														5	5	5				4	
Wales Council for Voluntary Action	3	4		4	5	4		4	4			5	0		4			0	3			5	4			4	4	5	4			4	

	Human resource development							Networking and Coordination						Evaluation						Influencing policy making									Ave.					
	a	b	c	d	e	f	g	a	b	c	d	e	f		a	b	c	d	e	f	g		a	b	c	d	e	f	g	h	i			
Afghan National NGOs Coordination Bureau								2	2	3	3	3														3	4	3	3				3.0	
China Association for NGO Cooperation	5	4	4	5	4	5		4	5	4	4	4			3	4	3		4	5	4		4	4	4	3	4	3	4	3	4		3.7	
Network of Estonian Nonprofit Organizations	5		5					4	5						3	3	3	5		5	5				4	4	4	4	4		4		4.2	
KEPA	3	2			2	4		4	3	4	5	4			1	3	4	1		3	4		5	5	1	3	5	5	5	3	4		3.8	
Voluntary Action Network India		4	4	3	4	5	4	3	4	4	4	4	5						5	5			5	4	3	3	5	5	5	4	4		4.4	
The Wheel	0		0			0	0	1	1	0	5	0			1								5	5	0	2	5	5	5	0		0	3.7	
The Japan Association of Charitable Organizations								1	1		5				1								5	5		2	5	5	5				3.4	
Coalition for Democracy and Civil Society	4					4		3	3	4			4										4	4	3		4	4					3.2	
The Arab NGO Network for Development								5	4	4	5				1								5	4	3	4	5	4	3	3	3		3.7	
Mexican Center for Philanthropy					4	5		4	4	4	4				1	0				5	3		5	4	5	3	4	4	3	4	4		3.8	
NGO Federation of Nepal	3							1	2	2	4	4			1					5			5	5		1	4	3	1		3	2.8		
ANGOA, the Association of NGOs of Aotearoa								5	4	5	5	5			3	3			0	3	5		5	5	4	4	5	5	3	0	3		4.3	
Nigeria Network of NGOs	3	4						4	4	5	5	0			3			0			0		4	4			5	5	3	3	3		3.9	
The Association of NGOs in Norway	0								1	4	5	5											5		1	5	5	5		5	3		4.1	
Caucus of Development NGO Networks								4	4	4					3	3							4		2	4	4	4	4			2	3.3	
Conseil de Concertation des Organisations d'Appui au	4	3	3					3	2	4	4							3					3	3	3	2		3	3	2			3.2	
Scottish Council for Voluntary Organisations	4					4		5	5	5	5												5	5	3	5	5	5	5	5	5		4.7	
GuideStar Korea Foundation																				0													3.7	
Tanzania Association of NGOs					0	0	1	5		5	3	4			3	2	3						4	4	3		5	4	3	4	3		3.2	
Third Sector Foundation of Turkey								2	3	4										5	2		4	4	1		2	4				1	3.9	
National Council for Voluntary Organisations	5	5	5		4	5		5	1	4	5		4										5	5	4	5	5			5			4.5	
National Council of Nonprofits								4	5	5	5	4											5	5	5	4	5	4	4	4	4	5		4.7
Wales Council for Voluntary Action	5	5	5	5	5	4	0	3	3	3	4	3			3								3	4	3		3	3	3				3.9	

- Larger than score average of each organization
- Lower than score average of each organization
- No service
- 0 Services that organizations provide but could not evaluate
- Ave. Score average which each organizations evaluated

Figure 9. List of evaluation results of each organization

## **SECTION 2**

Services and tools that each national association provides

## **1. Afghan National NGOs Coordination Bureau (Afghanistan)**

Evaluator: Mohammad Alam (mohdalam2@yahoo.com)

Type of organization: National level

Your field: No specific field

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	3	Pashto, Dari and English
b	Mail magazine	-	-
c	Monthly magazine	4	For our members only
d	Publications	-	-
e	Almanac of CSOs	2	Updating statistical data 4 times a year, digital base
f	Information counter for visitors	-	-
g	Material room for visitors	-	-
h	Researcher function	-	-
i	Social Media	3	Web forum, Twitter.
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	4	Several times a year.
m	CSO database system	4	Most of them are listed on web

### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	-	-
c	Mail magazine	-	-
d	Job placement system	1	Jobs are advertised In ANCB
e	Resources matching system	-	-
f	CSO database system	3	ANCB has it.
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management and Governance

Description of services		Eval.	Further details about services
a	Advisory services	3	Face to face meeting
b	Useful online/offline tools	4	Publications
c	Training programs	3	Providing capacity building trainings
d	Capacity building (CSO)	4	Seminars and workshop
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	2	ad-hoc
b	Promotional activities for engaging with other sectors	2	ad-hoc
c	Promoting advocacy and lobbying activities	3	Doing advocacy for NGOs law and working environment
d	Enhancing collaboration for goal achievement	3	Making CSOs compliance committees
e	Enhancing coordination for goal achievement	3	Arranging coordination meetings
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	-	-
b	Introducing research reports or papers	-	-
c	Engaging with research institutions to share information	-	-
d	Agreeing on set of values	3	Work with government authorities on set of values
e	Active advocacy program and strategy	4	Advocacy campaigns
f	Engaging with policy making bodies	3	Government authorities and members of parliament.
g	Follow up on effectiveness of policy	3	Doing surveys
h	Strategy communication	-	-
i	Public campaigning	-	-

## 2. China Association for NGO Cooperation (China)

Evaluator: Huang Haoming (hmhuang@cango.org)

Type of organization: National level

Your field: Strategy planning for NGO/NPO

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	3	Chinese and English
b	Mail magazine	3	For our members
c	Monthly magazine	4	For our members and other institutes etc
d	Publications	4	NGO knowledge, project management, fundraising, leadership, governance, strategy planning etc
e	Almanac of CSOs	2	Two time for one year for our update, both base or digital base through internet.
f	Information counter for visitors	2	Our members only
g	Material room for visitors	-	-
h	Researcher function	4	Legal issue for NGO/NPO, governance for NGO/NPO, capacity building for NGO/NPO and International cooperation etc.
i	Social Media	3	Web and micro-blog etc
j	Web meeting	2	Both international and our members as well as partners for project cooperation etc.
k	Developing community site	4	Rural women ,disable peoples and migrant worker in the urban etc.
l	Conferences & meetings	4	3 time for one month, both international and national level, etc
m	CSO database system	3	Chinese only

## 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	4	NGO governance and leadership etc
b	Monthly magazine	4	International NGO Cooperation
c	Mail magazine	2	Project cooperation and members communication etc
d	Job placement system	3	For service for our members only
e	Resources matching system	2	For our members only
f	CSO database system	3	For public and our members etc
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	3	Both international and our members for volunteers
l	Professional human resources	-	-

## 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	To communicate with them to know the demand and analysis the problem and find out the alternative for solution.
b	Useful online/offline tools	4	Swot analysis and Boston strategy measurement as well as compare check list etc.
c	Training programs	5	Workshop with training way, including the future research conference, open space etc.
d	Capacity building (CSO)	5	Increase the new train way, individual touring as well as fund support etc.
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	5	To provide the policy research and recommendation for government org. etc



#### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	5	Basic knowledge, project management, leadership, communication tool etc.
b	Training program for Coordinators	4	Negotiations skills, world café, appreciative Inquiry etc.
c	Training program for Chief Executives	4	Leadership, governance, partnership and team work etc.
d	Training program for volunteers	5	Volunteer management, communication skills and working process for volunteers, etc.
e	Training for trainers	4	Team capacity, psychognosis, train program analysis etc.
f	Publications	5	The handbook for NGO/CSO, including basic knowledge, project mgt, fundraising as well as financial mgt etc.
g	Capacity building for career development	-	-

#### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	Divide the areas to organize network.
b	Promotional activities for engaging with other sectors	5	To be organized the cross sector forum and dialogue etc.
c	Promoting advocacy and lobbying activities	4	To be organized the workshop for advocacy and skills for lobbying activities
d	Enhancing collaboration for goal achievement	4	For project level and organization level
e	Enhancing coordination for goal achievement	4	Basis on the skill training
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	3	Project evaluation
b	Developing evaluation system	4	For organization only
c	Assessment	3	Practices
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	4	-
f	External auditing	5	Individual CPA and agencies
g	Members & stakeholders feedback	4	To collect the voice and suggestion from Members and stakeholders

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	4	To be organized workshop and round table discussion and informal meeting with other sectors. Etc
b	Introducing research reports or papers	4	To report the policy maker and decision making group through the differ channel.
c	Engaging with research institutions to share information	4	With universities and research institutions and part time work for universities etc.
d	Agreeing on set of values	3	Through the training program and informal discussion as well as friendship etc.
e	Active advocacy program and strategy	4	Environmental advocacy, policy suggestion for governmental agencies.
f	Engaging with policy making bodies	3	The board members and CEO of NGOs etc
g	Follow up on effectiveness of policy	4	Through the monitoring process etc.
h	Strategy communication	3	How to work with Business sectors and governmental org. etc
i	Public campaigning	4	Through media and project launching as well as press meeting etc.

### **3. Network of Estonian Nonprofit Organizations (Estonia)**

Evaluator: Urmo Kübar (urmo@ngo.ee)

Type of organization: National level

Your field: National umbrella for NGOs

#### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	4	Estonian, Russian, English (www.ngo.ee)
b	Mail magazine	4	For every individual who has registred. Published weekly(e-newsletter actually, not magazine)
c	Monthly magazine	5	We have a quaterly, not monthly magazine
d	Publications	5	Different kinds of handbooks
e	Almanac of CSOs	-	-
f	Information counter for visitors	3	For everyone who calls or comes in. However, we do not advertise this option much as there are regional development centers in every Estonian county who provide that kind of service
g	Material room for visitors	4	For everyone who's interested
h	Researcher function	-	There are other organizations for that in Estonia, we use their research results
i	Social Media	4	Facebook
j	Web meeting	4	Not regular web meetings but ad hoc forums or wikis if needed
k	Developing community site	-	-
l	Conferences & meetings	4	We organize larger conferences or trainings ca 3 times a year, additionally we provide trainings when requested
m	CSO database system	3	Members' data is available on our website (in Estonian)

## 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	4	Legal advise and all other sort of advise that we are asked for
b	Monthly magazine	-	-
c	Mail magazine	-	-
d	Job placement system	-	We do it via our newsletters and website
e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	4	That's not exactly the focus of meetings, but a side-product of all our events that we consider important and create opportunities for
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	If someone asks us to spread the news about their looking for volunteers, we do it. but there are separate organizations and websites for that in Estonia
l	Professional human resources	-	we have an NGO development program for putting professionals in touch with NGOs

## 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	4	Phone, e-mail, face-to-face meetings
b	Useful online/offline tools	5	Website, handbooks, events
c	Training programs	5	We organize ourselves some of the bigger events, but more often we are invited to hold a training
d	Capacity building (CSO)	5	We have a development program for NGOs
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	-	-

#### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	5	Management, members' involvement, cooperation with public sector, etc
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	5	No exactly many trainings on "How to be a good Chief Executive" or something, but in most cases the teams of CSOs are small and it is the chief executive who comes to the trainings
d	Training program for volunteers	-	Many of those who come to our trainings are volunteers. But other organizations focus on that topic more
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

#### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	-
b	Promotional activities for engaging with other sectors	5	A few bigger events (Spring School, Job Shadowing project) focus on that, but it's also often a side-product of our other activities, where representatives of both sectors participate
c	Promoting advocacy and lobbying activities	-	NGO manifestos prior to elections and many other activities. That's one of our main functions.
d	Enhancing collaboration for goal achievement	-	-
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	If you mean online networking, then yes, most of our communication is online.

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	3	-
b	Developing evaluation system	3	-
c	Assessment	3	-
d	Sharing evaluation results and learning on the internet or with other tools	5	Our annual reports are all public on our website and we promote them quite a lot
e	Independent evaluative body	-	Our Board is our evaluative body, elected by members
f	External auditing	5	Ernst & Young
g	Members & stakeholders feedback	5	Regular meetings and events with members, questionnaires

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	-	There are think tanks and universities for whom this is their main focus, hence we can focus on other things
b	Introducing research reports or papers	-	Will start doing it from 2013, currently under preparations
c	Engaging with research institutions to share information	4	Think tanks, universities
d	Agreeing on set of values	4	We hold discussions and negotiations to find a common ground
e	Active advocacy program and strategy	4	We are an advocacy organizations, so surely we do it all the time
f	Engaging with policy making bodies	4	Parliament, ministries
g	Follow up on effectiveness of policy	4	We are part of a network who does that
h	Strategy communication	-	-
i	Public campaigning	4	All our campaigns are public

## 4. KEPA (Finland)

Evaluator: Laura Lager, Saara Simonen, Timo Lappalainen

(laura.lager@kepa.fi, saara.simonen@kepa.fi, timo.lappalainen@kepa.fi)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	4	Finnish, Swedish, English, Spanish, Portuguese → could be more info in English
b	Mail magazine	5	Both
c	Monthly magazine	5	Individuals who have subscribed to this service
d	Publications	5	Advocacy themes, capacity building, global education, external environment
e	Almanac of CSOs	5	Internet, updating the event calendar upon the need on a case by case basis
f	Information counter for visitors	5	Info mailing address, information officers and other staff give information upon request
g	Material room for visitors	5	Publications and materials and or distributed in reception and training room
h	Researcher function	4	Information services in Finnish, internal database in English
i	Social Media	5	Web, many pages and groups (recently opened members group also) in Facebook, twitter
j	Web meeting	-	AGMs online to be considered in due course
k	Developing community site	?	Further instructions required to fill in this field
l	Conferences & meetings	5	2-4 seminars, training programmes and open meetings per month
m	CSO database system	3	Members data in Finnish, selected details of member organisations and their activities available to general public

## 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	4	Consultation provided to member organisations when they seek funding from the ministry for foreign affairs of Finland, peer-support meetings for member organisations' executives once a month
b	Monthly magazine	5	Focusing on global issues and targeting the general public.
c	Mail magazine	3	News related to development issues, current events and publications. Separate mail magazine for member organisations related to member issues.
d	Job placement system	4	Part of Kepa's webpage.
e	Resources matching system	3	Information available on Kepa's webpage about a range of funds that organisations can apply for. The page includes a search function where one can look for funding by category titles. NGOs in the South have been interested in identifying potential Finnish NGO-partners but Kepa's member organisations have not raised this issue as a service Kepa should provide to them
f	CSO database system	3	The members database being in Finnish makes it hard to function as a matching system internationally.
g	Classification of organizations	5	In its database Kepa has developed more than 50 categories by the characteristics and area of activity of Kepa's member organisations. One critical category refers to the country/countries where the member organisation in question has activities



h	Conferences & meetings focusing on matching	3	Networking, not matching is the main objective for the interface that is created for Kepa's members and NGOs from the South but networking. Matchmaking events organised for Kepa's members and potential Finnish companies for possible partnerships.
i	Sectors orientation	4	Kepa organise regularly meetings for its members on certain themes and by regions/countries where they have operations.
j	Knowledge	2	Exchange and sharing of each other's expertise and experience take usually place in the planning and running of joint activities such as campaigns, advocacy projects etc. Finnish DNGOs have agreed on a system according to which a NGO representative to the official conference delegations of Finland has been selected and how the representative in question seek and funnel information from and to Finnish NGOs. No proper systems or procedures in place which would accommodate a joint knowledge bank.
k	Volunteers	4	Currently Kepa is coordinating a Finnish volunteer-sending programme and matching volunteers with CSO's.
l	Professional human resources	2	Resources; i.e. knowledge and expertise of other actors gathered and taken into use through Kepa's representation in committees and networks, Kepa's training programmes and special events such as Kepa's annual development policy day.

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Face to face meetings, tele-conferences and Kepa's website (FAQs etc)
b	Useful online/offline tools	4	Kepa is developing a self-study package re development projects
c	Training programs	4	Kepa has a series of training programmes about development co-operation.
d	Capacity building (CSO)	4	Tailored training, joint action and their assessment, publications.
e	Providing software	-	Kepa provides no software of its own making
f	IT support	-	No IT advice or services to Kepa members or other outside parties.
g	Policy (guidelines)& Strategies	3	Kepa's own strategy and policy documents available on Kepa's website: member organisations have taken advantage of them. On special occasions agreed on a case-by-case basis, Kepa staff has also provided assistance to member organisations' or other NGOs' strategic planning processes (e.g. VUSTA in Vietnam)

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	3	Individual training courses on the basis of needs.
b	Training program for Coordinators	2	Training provided to local coordinators of Kepa-promoted and supported programmes such as the Markets of Opportunity (global education events throughout Finland)
c	Training program for Chief Executives	-	No formal training programmes provided but peer support through monthly chief executives meetings
d	Training program for volunteers	-	-
e	Training for trainers	2	Open for feedback all the time, also gathering feedback from different events.

f	Publications	4	Publications related to the state of the civil society and different phenomena related to it.
g	Capacity building for career development	-	-

## 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	Ad-hoc meetings based on members' initiatives and permanent networks. Kepa also functions as a hub for NGO network on global education. Kepa actively encourages its member organisations to establish links with regional and international CSO networks
b	Promotional activities for engaging with other sectors (Government, profit sectors)	3	Very strong dialogue and promotion of CSO activities to Finland's government and its relevant ministries, dialogue and projects on ad-hoc basis with the private sector, academia ex.
c	Promoting advocacy and lobbying activities	4	Kepa encourages and organise training to its member organisations to get involved in advocacy and lobbying activities. Kepa coordinates a lobby network, called the "Globbyists", consisting of individual citizens
d	Enhancing collaboration for goal achievement	5	Holding discussions, commenting policy papers together, lobbying politicians
e	Enhancing coordination for goal achievement	4	Coordinating the above mentioned initiatives.
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	1	Initiated research program and distributed a report of it.
b	Developing evaluation system	3	Kepa uses the EFQM (European Foundation for Quality Management) instrument to identify the areas of activities or organisational functioning that require further development. The need for appropriate evaluation mechanisms being developed promoted and addressed in training for member organisations
c	Assessment	4	Kepa has created its in-house assessment methods such as triannual review of activities by each unit. In addition, Kepa also assesses the effectiveness of its activities in annual and half-year reviews sessions. The Board assesses Kepa's effectiveness in achieving the objectives set for it once a year and the feasibility of the strategic plan in every third year. Kepa also promotes the importance of self-assessment to its member organisations through its "assessment for ever day"-programme. However, Kepa has not been given a strong mandate to get involved in supporting or developing member organisations' own internal assessment procedures; this happens on a case by case basis through the so-called tailormade-training projects.
d	Sharing evaluation results and learning on the internet or with other tools	1	A group of Kepa's largest member organisations which have a so-called partner organisations' status with the ministry of Finland has an informal practice of sharing and discussing the evaluation results amongst themselves.
e	Independent evaluative body	-	-

f	External auditing	3	External auditing commissioned by the ministry for foreign affairs and the State Auditing Agency. Occasional use of external audits by some largest member organisations. Concerns about the KPMG becoming the only state-used auditor and poor dialogue between state bodies and NGOs during and after the audits.
g	Members & stakeholders feedback	4	Open for feedback all the time, also gathering feedback from different events. Membership survey conducted every second year collecting feedback of members' satisfaction of Kepa services and activities.

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs (working groups, round table discussion, etc.)	5	Regulation by government, CSOs legislation, taxation on CSOs, a longitude study on sustainable development at a local level in Zambia, ad-hoc surveys commissioned to provide in-depth analysis on the issues in kepa's agenda and for its lobbying and campaigning activities.
b	Introducing research reports or papers	5	All Kepa-commissioned or self-made reports available to member organisations and general public
c	Engaging with research institutions to share information	1	Sharing information through informal and individual contacts; no formal or organised mechanism for institutional dialogue and exchange of research and analysis results
d	Agreeing on set of values (build consensus)	3	Kepa organises joint activities, which may include discussion about values, initiates public comment. Member organisations involved in the processes with the aim at reviewing Kepa's mission statement and set of values

e	Active advocacy program and strategy	5	Advocacy campaigns on Kepa's themes; existing ad-hoc working groups and standing working committees to be established to help form joint positions and plan of actions; support and assistance to help creat advocacy programmes of member organisations; assistance provided on strategy planning and processing to member organisations upon request
f	Engaging with policy making bodies	5	Political parties, individual members of parliament, the government cabinet, individual ministries and civil servants, members of the EU parliament and EU-institutions in joint CSO activities, OECD, G-20, UN and IFIs at the international level.
g	Follow up on effectiveness of policy	5	See the info at 6c (assessment)
h	Strategy communication	3	Kepa's website, annual general meetings, references to Kepa's strategic plan in training and events for member organisations and meetings with the foreign ministry officials
i	Public campaigning	4	Request for joint campaigns to member organisations through networks, initiatives come about also during joint events throughout the year; i.e. there is no exclusive campaign-planning working group

## 5. Voluntary Action Network India (India)

Evaluator: Harshvrat Jaitli (harsh@vaniindia.org)

Type of organization: National level

Your field: Strengthening and articulating the voice of Voluntary Sector

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	4	English
b	Mail magazine	5	For members and non-members, other stakeholders (Government Officials, Private sector, Individuals, community, Legislative)
c	Monthly magazine	5	For members and non-members, other stakeholders (Government Officials, Private sector, Individuals, community, MP )
d	Publications	5	Internal Governance of VOs, Simplified form of legislations, amendments in laws, specialized research based publications, status of VOs in different states of India, position papers on specific issues.
e	Almanac of CSOs	4	VANI update the statistics of CSO (VANI members) on regular basis (paper and digital)
f	Information counter for visitors	4	E-helpline and other electronic means to help and assist voluntary development organizations.
g	Material room for visitors	4	Access VANI's Website <a href="http://www.vaniindia.org">www.vaniindia.org</a> ; library in VANI office
h	Researcher function	-	-
i	Social Media	4	Facebook, blog, twitter
j	Web meeting	5	International members
k	Developing community site	-	-
l	Conferences & meetings	5	At least once a month.
m	CSO database system	Y	Under Process

## 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	5	Regulatory framework for VOs in India, Self Certification, Accreditation, Governance System, status of VOs, relationship of VOs with various stakeholders.
b	Monthly magazine	5	Same as above
c	Mail magazine	5	Same as above
d	Job placement system	-	-
e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	5	Regulatory framework for VOs in India, Self Certification, Accreditation, Governance System, status of VOs, relationship of VOs with various stakeholders.
i	Sectors orientation	5	Strengthening the Voluntary Sector, capacity building of VOs by conducting convention, seminars, workshops and other educational events.
j	Knowledge	5	Research and Information Dissemination
k	Volunteers	Y	As and when required
l	Professional human resources	Y	Programme, administrative and support staff.

## 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	"Face to face meeting and tele-conference, workshops and other educational events."
b	Useful online/offline tools	5	regular electronic communications and postage
c	Training programs	4	Face to face meeting and tele-conference and workshops
d	Capacity building (CSO)	4	"Face to face meeting and tele-conference and workshops, Training programme, educational Events , Conventions"
e	Providing software	-	-



f	IT support	-	-
g	Policy (guidelines)& Strategies	3	Human Resource, Financial, Conflict of Interest, Anti-Sexual Harassment, Diversity.

#### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	Regulatory Framework, Taxation
b	Training program for Coordinators	4	Advocacy and Capacity Building
c	Training program for Chief Executives	4	Leaders conclave
d	Training program for volunteers	3	orientation and skill development under programme managers
e	Training for trainers	4	knowledge information on Regulatory framework for VOs in India, Self Certification, Accreditation, Governance System, status of VOs.
f	Publications	5	"Internal Governance of VOs, Simplified form of legislations, amendments in laws, specialized research based publications, status of VOs in different states of India, position papers on specific issues."
g	Capacity building for career development	4	provide training

#### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	3	VANI being a network organization is engaging with CSOs regularly to make the network strong and effective.
b	Promotional activities for engaging with other sectors	4	Support and lobby with government and private sector.
c	Promoting advocacy and lobbying activities	4	Same as above
d	Enhancing collaboration for goal achievement	4	Collaborate with various stakeholders to achieve the mandate of VANI.
e	Enhancing coordination for goal achievement	4	Same as above
f	IT networking	5	Regularly through electronic medium.

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	5	Annually
g	Members & stakeholders feedback	5	During yearly annual general body meeting, members and other stakeholders give feedback.

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Private Giving and Voluntary Sector in India , Indicators of Self – Certification, Private Sector & VO's, Charter for Indian VO's, Government – VO's Collaboration, National Law of Registration, Enabling Environment (IFP) study for VOs (online) , Global Footprints, Accreditation Study
b	Introducing research reports or papers	4	Research reports are published and shared with the wider audience.
c	Engaging with research institutions to share information	3	As and when required
d	Agreeing on set of values	3	VANI has its own criteria
e	Active advocacy program and strategy	5	State, regional, national and international consultations
f	Engaging with policy making bodies	5	With concerned ministries and Government officials
g	Follow up on effectiveness of policy	5	Through meetings, appeals and petitions
h	Strategy communication	4	Through electronic media, postage and face to face meetings.
i	Public campaigning	4	Through electronic media, postage and face to face meetings.

## 6. The Wheel (Ireland)

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Evaluator: Ivan Cooper (ivan@wheel.ie)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	5	English
b Mail magazine	4	For all in sector
c Monthly magazine	4	For our members only
d Publications	5	-
e Almanac of CSOs	1	Every 3 years
f Information counter for visitors	-	-
g Material room for visitors	-	-
h Researcher function	3	-
i Social Media	5	Web forum, Twitter.
j Web meeting	-	-
k Developing community site	-	-
l Conferences & meetings	5	Once or twice a year.
m CSO database system	4	Disclosing all the CSOs data. English site is available.

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	Y	-
b Monthly magazine	1	E-zine
c Mail magazine	4	Articles of general interest
d Job placement system	-	-
e Resources matching system	-	-
f CSO database system	-	-
g Classification of organizations	-	-
h Conferences & meetings focusing on matching	-	-
i Sectors orientation	-	-
j Knowledge	-	-
k Volunteers	-	-
l Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Face to face meeting and training events
b	Useful online/offline tools	4	Publications
c	Training programs	Y	-
d	Capacity building (CSO)	4	Seminars (60 per year , Publications
e	Providing software	-	-
f	IT support	3	Training
g	Policy (guidelines)& Strategies	Y	Guides and booklets on governance

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	Y	Governance and fundraising and strategy
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	Y	CEO network
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	Y	Governance, risk management, impact measurement, human resources
g	Capacity building for career development	Y	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	1	Ad-hoc
b	Promotional activities for engaging with other sectors	1	Sector advocacy
c	Promoting advocacy and lobbying activities	Y	-
d	Enhancing collaboration for goal achievement	5	Collaborative working publication and theme of training work
e	Enhancing coordination for goal achievement	Y	Building networks of interesting
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	1	Initiated research program and distributed a report of it.
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Regulation by government, CSOs legislation, taxation for CSOs, etc.
b	Introducing research reports or papers	5	Regular pre-search publications
c	Engaging with research institutions to share information	Y	-
d	Agreeing on set of values	2	Leading in creating a fair and just society in Ireland
e	Active advocacy program and strategy	5	Sector issues and fairness and justice
f	Engaging with policy making bodies	5	Charity Commission and member of parliament.
g	Follow up on effectiveness of policy	5	Initiating questionnaire surveys once a year.
h	Strategy communication	Y	-
i	Public campaigning	Y	<a href="http://www.bettertogether.ie">www.bettertogether.ie</a>

## 7. The Japan Association of Charitable Organizations (Japan)

Evaluator: Yoshiharu Shiraishi (shiraishi@kohokyo.or.jp)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	3	Japanese ver. < <a href="http://www.kohokyo.or.jp/">http://www.kohokyo.or.jp/</a> > English version is also available
b	Mail magazine	3	For individuals who registered
c	Monthly magazine	4	For our members only
d	Publications	5	Capacity building on financial and operational management books, etc.
e	Almanac of CSOs	1	Updating statistical data 4 times a year, digital base
f	Information counter for visitors	-	-
g	Material room for visitors	-	-
h	Researcher function	3	Legal and taxation system, statistics, etc.
i	Social Media	5	Web forum, Twitter, blog
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	5	Once or twice a year
m	CSO database system	4	We disclose 30,000 CSO data at NOPODAS DB site < <a href="http://nopodas.com/">http://nopodas.com/</a> >. English ver. < <a href="http://nopodas.com/English/">http://nopodas.com/English/</a> >.

### 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	1	Grant referral
c	Mail magazine	2	Job placement, grant referral
d	Job placement system	1	It is a part of the function of the NOPODAS database system
e	Resources matching system	2	We had resources matching system after the East Japan Earthquake as part time
f	CSO database system	5	NOPODAS database site itself has a matching function

g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Face to face meeting and tele-conference
b	Useful online/offline tools	4	Publications
c	Training programs	-	-
d	Capacity building (CSO)	4	Seminars (170 seminars a year), Publications
e	Providing software	-	-
f	IT support	3	Organizational data disclosing system
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	1	Ad-hoc
b	Promotional activities for engaging with other sectors	1	Ad-hoc
c	Promoting advocacy and lobbying activities	-	-

d	Enhancing collaboration for goal achievement	5	Holding CSO system study panels and legal, taxation, compliance committees and etc...
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	1	Initiated research program and distributed report on organization assessment criteria
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Regulation by government, CSOs legislation, taxation for CSOs, etc.
b	Introducing research reports or papers	5	Every time JACO finished research programs, we publish research reports to promote advocacy campaigns
c	Engaging with research institutions to share information	-	-
d	Agreeing on set of values	2	We sometimes initiates public comment to collect voices from CSOs and others
e	Active advocacy program and strategy	5	We have CSO system study panels & research committees focusing on several themes
f	Engaging with policy making bodies	5	We has good relationships with Charity Commission and member of Parliament
g	Follow up on effectiveness of policy	5	We are initiating questionnaire surveys once a year
h	Strategy communication	-	-
i	Public campaigning	-	-



## 8. Coalition for Democracy and Civil Society (Kyrgyzstan)

Evaluator: Dinara Oshurahunova (coalitionkg@gmail.com)

Type of organization: National level

Your field: Elections, Advocacy, Civic Education

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	3	English , Russian Kyrgyz
b Mail magazine	-	-
c Monthly magazine	3	For members of organization
d Publications	3	Research publications
e Almanac of CSOs	-	-
f Information counter for visitors	1	Some banner about our organization
g Material room for visitors	1	For any, we have our book which was done a long time ago
h Researcher function	4	CATI, CAPI, FG
i Social Media	4	Facebook, web forums
j Web meeting	4	Participants on National level, we use CISCO infrastructure
k Developing community site	-	-
l Conferences & meetings	5	Every week
m CSO database system	1	Not updated

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	4	Various, elections, local disputes etc.
b Monthly magazine	2	Self owned newspaper
c Mail magazine	-	-
d Job placement system	-	We do not have any systems yet
e Resources matching system	-	-
f CSO database system	3	We have database to send invitations, but it is not full
g Classification of organizations	2	In our CSO list we have classification on what they do
h Conferences & meetings focusing on matching	4	We have regular meetings with our partners to discuss different issues

i	Sectors orientation	4	Depends on the project that we are working on
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	4	Video conference and face to face meetings
b	Useful online/offline tools	3	Publications
c	Training programs	4	Case studies and other
d	Capacity building (CSO)	3	Trainings
e	Providing software	-	-
f	IT support	2	Sometimes we provide our hardware to different events
g	Policy (guidelines)& Strategies	2	We have strategies which is approved once in two years

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	4	Elections, advocacy and other
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	4	Elections, advocacy and other
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	3	Ad-hoc
b	Promotional activities for engaging with other sectors	3	Ad-hoc

c	Promoting advocacy and lobbying activities	4	Promoting different incentives in our expertise area
d	Enhancing collaboration for goal achievement	-	-
e	Enhancing coordination for goal achievement	-	-
f	IT networking	4	CISCO video conferences

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	4	Regulations, round tables and discussion
b	Introducing research reports or papers	4	We publish online and distribute to stakeholders
c	Engaging with research institutions to share information	3	We have partners with whom to share information
d	Agreeing on set of values	-	-
e	Active advocacy program and strategy	4	Constantly we have advocacy campaigns
f	Engaging with policy making bodies	4	Constantly in touch with government bodies
g	Follow up on effectiveness of policy	-	-
h	Strategy communication	-	-
i	Public campaigning	-	-

## 9. The Arab NGO Network for Development (Lebanon)

Evaluator: Ziad Abdel Samad (abdel.samad@annd.org)

Type of organization: International level

Your field: Social and economic rights and civil society empowerment

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	4	Arabic and English
b Mail magazine	3	-
c Monthly magazine	4	For all
d Publications	5	Policy analysis and position papers
e Almanac of CSOs	1	-
f Information counter for visitors	-	-
g Material room for visitors	3	For all
h Researcher function	4	Economic and social policies; trade and development; international and inter-governmental institutions
i Social Media	2	Facebook, Twitter
j Web meeting	-	-
k Developing community site	-	-
l Conferences & meetings	5	Once a month
m CSO database system	-	-

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	-	-
b Monthly magazine	-	-
c Mail magazine	-	-
d Job placement system	-	-
e Resources matching system	-	-
f CSO database system	-	-
g Classification of organizations	-	-
h Conferences & meetings focusing on matching	-	-
i Sectors orientation	-	-
j Knowledge	-	-
k Volunteers	-	-
l Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Face to face meeting and tele-conference
b	Useful online/offline tools	4	Publications
c	Training programs	-	-
d	Capacity building (CSO)	4	Seminars and workshops an publications
e	Providing software	-	-
f	IT support	3	Providing technical assistance
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	5	We are a regional network
b	Promotional activities for engaging with other sectors	4	Continuously
c	Promoting advocacy and lobbying activities	4	Main activities
d	Enhancing collaboration for goal achievement	5	Coalition building and collective submission of position statements and petitions
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	1	Initiated research program and distributed a report of it.
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Policy and research analysis on the economic and social policies; trade agreements
b	Introducing research reports or papers	4	Publishing workshops and seminars
c	Engaging with research institutions to share information	3	Strengthening the relations between CSO and research institutions and think tanks
d	Agreeing on set of values	4	As a network we focus on the consensus building
e	Active advocacy program and strategy	5	Advocacy visits to the EU and DC and IFIs
f	Engaging with policy making bodies	4	Ministries and parliamentary committees
g	Follow up on effectiveness of policy	3	Evaluation after each cycle
h	Strategy communication	3	Media, social media, communication with members, other CSO national regional and international levels
i	Public campaigning	3	Mobilisation around laws and legislations

## 10. Mexican Center for Philanthropy (Mexico)

Evaluator: Consuelo Castro (consuelocastro@cemefi.org)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	4	Spanish
b Mail magazine	4	For individuals who registered
c Monthly magazine	4	4 Bulletins a year for our members only
d Publications	4	Research on nonprofit sector in Mexico on different topics
e Almanac of CSOs	2	Updating statistical data of the last year in printing
f Information counter for visitors	2	Open to public
g Material room for visitors	-	-
h Researcher function	4	News, events, legal issues, etc.
i Social Media	3	Twitter, facebook, youtube
j Web meeting	-	-
k Developing community site	2	Networks promoted by Cemefi site (health, education, environment)
l Conferences & meetings	5	Annual members meeting, Research Congress, Monthly forum
m CSO database system	-	-

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	4	Legal, volunteer, corporate social responsibility, communications
b Monthly magazine	4	Bulletin of events, advocacy, news, grant referrals
c Mail magazine	4	Bulletin of events, grant referrals, advocacy, news
d Job placement system	4	Website for volunteer and job opportunities
e Resources matching system	-	-
f CSO database system	4	Directory of CSO in webpage
g Classification of organizations	4	-
h Conferences & meetings focusing on matching	-	-
i Sectors orientation	-	-

j	Knowledge	4	Research on nonprofit sector in Mexico on different topics
k	Volunteers	4	Website for volunteer and job opportunities
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	4	Legal, volunteer, corporate social responsibility, communications
b	Useful online/offline tools	4	Publications, directories, philanthropic information center
c	Training programs	-	-
d	Capacity building (CSO)	4	Seminars, Monthly meetings, Publications
e	Providing software	4	OSC digital: intermediaries for software donations by TechSoup
f	IT support	-	-
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	4	Ad-hoc workshops eventually required
e	Training for trainers	-	-
f	Publications	5	Translation of BoardSource Manuals on Governance
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	Networks promoted by Cemefi site (health, education, environment)
b	Promotional activities for engaging with other sectors	4	Ad-hoc
c	Promoting advocacy and lobbying activities	4	By itself or in alliance with other groups or networks



d	Enhancing collaboration for goal achievement	4	Holding CSO system study panels and legal, taxation, compliance committees and etc...
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	1	Initiated research program and distributed a report of it.
b	Developing evaluation system	Y	In process
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	5	Financial audits required as authorized donee according to Tax law
g	Members & stakeholders feedback	3	Non systematized surveys on quality of services provided

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Regulation by government, CSOs legislation, taxation for CSOs, etc.
b	Introducing research reports or papers	4	Research programs, we publish research reports to distribute.
c	Engaging with research institutions to share information	5	Congress on Research of the Third Sector
d	Agreeing on set of values	3	Set of values approved by Board Members
e	Active advocacy program and strategy	4	Advocacy campaigns by itself or in alliance with other networks
f	Engaging with policy making bodies	4	Ministry of Finance, Ministry of Social Development, Ministry of the Interior...
g	Follow up on effectiveness of policy	3	Initiating questionnaire surveys once a year.
h	Strategy communication	4	Bulletin of advocacy campaigns, legal issues
i	Public campaigning	4	Informing media about the contents of the campaign

## 11. NGO Federation of Nepal (Nepal)

Evaluator: Hum Bhandari (on behalf of Dala Rawal) (info@ngofederation.org)

Type of organization: National level

Your field: Civil society organizations

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	5	English and Nepali
b	Mail magazine	3	For relevant individuals and member organizations.
c	Monthly magazine	-	Only quarterly. For member organizations and relevant organizations.
d	Publications	4	Surveys, MDGs, etc.
e	Almanac of CSOs	2	Updating statistical data 4 times a year, digital base
f	Information counter for visitors	2	Visitors, individuals and member organizations are provided the available information and advice.
g	Material room for visitors	-	-
h	Researcher function	1	NGOs/CSOs, NFN movements and campaigns
i	Social Media	1	-
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	5	Several times a year.
m	CSO database system	4	Disclosing all the CSOs data. English site is available.

### 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	Y	We publish it quarterly focusing on good governance, development, human rights, issues of CSOs/NGOs, events and good practices
c	Mail magazine	Y	The quarterly magazine is circulated as a mail magazine.
d	Job placement system	-	-
e	Resources matching system	-	-

f	CSO database system	3	We are developing and the available so far is on website.
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	1	Face to face meetings, telephone and emails
b	Useful online/offline tools	2	Publications
c	Training programs	3	Occasionally. And on capacity building, campaigning, governance.
d	Capacity building (CSO)	3	Workshops, seminars, trainings.
e	Providing software	-	-
f	IT support	1	-
g	Policy (guidelines)& Strategies	2	Discussions, delegations, pressure campaigns, etc on policy reforms

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	3	Governance, advocacy, capacity building.
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	1	-

b	Promotional activities for engaging with other sectors	2	Sometimes.
c	Promoting advocacy and lobbying activities	2	-
d	Enhancing collaboration for goal achievement	4	NFN collaborates with CSO networks/federations
e	Enhancing coordination for goal achievement	4	NFN Coordinates with CSOs, networks and federations for synergy.
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	1	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	5	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Aid effectiveness, MDGs, surveys on good governance
b	Introducing research reports or papers	5	Every time they are prepared.
c	Engaging with research institutions to share information	-	-
d	Agreeing on set of values	1	-
e	Active advocacy program and strategy	4	-
f	Engaging with policy making bodies	3	Government Ministries and Departments
g	Follow up on effectiveness of policy	1	Rarely.
h	Strategy communication	-	-
i	Public campaigning	3	Through mobilization of CSOs.

## **12. ANGOA, the Association of NGOs of Aotearoa (New Zealand)**

Evaluator: Dave Henderson (dave.henderson@angoa.org.nz)

Type of organization: National level

Your field: Strengthen all CS in New Zealand

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	4	English
b	Mail magazine	5	E-mail only. For member organisations plus interested people including MPs who request
c	Monthly magazine	-	No postal magazine
d	Publications	5	Good Intentions, Re relationship between Government and new Zealand CSOs
e	Almanac of CSOs	5	Government Department of Statistics provides major analysis
f	Information counter for visitors	-	-
g	Material room for visitors	-	-
h	Researcher function	5	Excellent service of a member CSO - see <a href="http://www.communityresearch.org.nz">www.communityresearch.org.nz</a>
i	Social Media	-	Possibly in future
j	Web meeting	-	Possibly in future
k	Developing community site	5	Excellent service of a member CSO - see <a href="http://www.inspiringcommunities.org.nz">www.inspiringcommunities.org.nz</a>
l	Conferences & meetings	5	22 CSO forums per year, in main cities with guest speakers including MPs and officials from Government
m	CSO database system	3	Contact details and purposes of member organisations

### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	5	Yes, e-mail only. News, Government announcements and policies that affect CSOs, Forum Schedule
c	Mail magazine	-	No postal magazine.
d	Job placement system	3	This is done by Community Net - see <a href="http://www.community.net.nz/">http://www.community.net.nz/</a>

e	Resources matching system	5	This is done by member Funding Information Service - see <a href="http://www.fis.org.nz">www.fis.org.nz</a>
f	CSO database system	5	This is done by Government Charities Register and Registrar of Societies
g	Classification of organizations	-	This is done by Government Department of Statistics
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	4	We link sectors through the regular forums
j	Knowledge	Y	Elected ANGOA Coordinating Committee are all sector leaders, so large pool of knowledge
k	Volunteers	5	Individuals, member CSOs, City Councils and Government all volunteer time, effort.
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	3	Ad hoc mentoring organisations and individuals re governance and management
b	Useful online/offline tools	4	Publications
c	Training programs	-	-
d	Capacity building (CSO)	4	Some training in the 22 Forums, plus special series of seminars
e	Providing software	-	-
f	IT support	3	-
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

## 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	5	Through the Forums, seminars and e-newsletters
b	Promotional activities for engaging with other sectors	4	Through the Forums, seminars and e-newsletters
c	Promoting advocacy and lobbying activities	5	Through the Forums, seminars and e-newsletters
d	Enhancing collaboration for goal achievement	5	Through the Forums, seminars and e-newsletters and the network ComVoices - see <a href="http://www.comvoices.org.nz">www.comvoices.org.nz</a>
e	Enhancing coordination for goal achievement	5	Through the Forums, seminars and e-newsletters
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	3	Working with Government agencies and member civil society organisations
b	Developing evaluation system	3	Working with Government agencies and member civil society organisations
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	Y	Working with Government to establish such a body
f	External auditing	3	Working with Ministry of Business, Enterprise and Innovation to update requirements
g	Members & stakeholders feedback	5	Received mostly via email, plus at forums and seminars

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Excellent research is done by others - see <a href="http://www.communityresearch.org.nz">www.communityresearch.org.nz</a>
b	Introducing research reports or papers	5	Opportunity given to authors at the ANGOA Forums to speak, and to write article for newsletters
c	Engaging with research institutions to share information	4	See above
d	Agreeing on set of values	4	Through the Forums, e-newsletters, meeting Ministers and other MPs, some press articles
e	Active advocacy program and strategy	5	Meeting Ministers and MPs of all political parties, meeting Government officials, publicity
f	Engaging with policy making bodies	5	as above
g	Follow up on effectiveness of policy	3	Checking results of our effort
h	Strategy communication	Y	Strategic plan available to all members
i	Public campaigning	3	Through National Radio, press statements and articles, meetings as above



## 13. Nigeria Network of NGOs (Nigeria)

Evaluator: Oyebisi Babatunde Oluseyi (seyi@nnngo.org)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	4	English
b Mail magazine	-	-
c Monthly magazine	4	For members and individuals only
d Publications	-	-
e Almanac of CSOs	-	-
f Information counter for visitors	-	-
g Material room for visitors	Y	Members and individuals
h Researcher function	3	Database of NGOs
i Social Media	5	Facebook
j Web meeting	-	-
k Developing community site	-	-
l Conferences & meetings	3	Once a year
m CSO database system	4	Disclosing all the CSOs data. English site is available.

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	Y	NGO Management
b Monthly magazine	3	Call for proposal etc
c Mail magazine	-	-
d Job placement system	-	-
e Resources matching system	-	-
f CSO database system	4	-
g Classification of organizations	Y	Over 10
h Conferences & meetings focusing on matching	-	-
i Sectors orientation	-	-
j Knowledge	-	-
k Volunteers	-	-
l Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	4	Face to face meeting and tele-conference
b	Useful online/offline tools	4	Publications
c	Training programs	4	Face to face and online
d	Capacity building (CSO)	4	Workshops, coaching and mentoring, conferences, information sharing
e	Providing software	-	-
f	IT support	3	Website development
g	Policy (guidelines)& Strategies	Y	Work with our members in developing and reviewing their strategic plan

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	3	Based on needs of staff
b	Training program for Coordinators	4	NGO management
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	-
b	Promotional activities for engaging with other sectors	4	-
c	Promoting advocacy and lobbying activities	5	-
d	Enhancing collaboration for goal achievement	5	-
e	Enhancing coordination for goal achievement	Y	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	3	Policy consultations and membership surveys
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	Y	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	Y	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	4	National budget, Government policies
b	Introducing research reports or papers	4	Published on website and circulated
c	Engaging with research institutions to share information	-	-
d	Agreeing on set of values	-	-
e	Active advocacy program and strategy	5	MDGs advocacy
f	Engaging with policy making bodies	5	Government Ministry, Agencies and National Assembly
g	Follow up on effectiveness of policy	3	-
h	Strategy communication	3	-
i	Public campaigning	3	Through membership consensus

## **14. The Association of NGOs in Norway (Norway)**

Evaluator: Birgitte Brekke (birgitte@frivillighetnorge.no)

Type of organization: National level

Your field: cross-sectoral umbrella for NGOs

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	3	Norwegian
b	Mail magazine	4	Electronic newsletter every fortnight to members and individual subscribers
c	Monthly magazine	-	-
d	Publications	4	Capacity building on governance, management and recruitment of members/volunteers
e	Almanac of CSOs	-	Government produces Satellite Accounts on SCOs annually
f	Information counter for visitors	4	We give advice to members personally, via phone or e-mail, we give information to anyone
g	Material room for visitors	-	-
h	Researcher function	-	-
i	Social Media	4	Facebook pages for different topics, Twitter
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	5	2-3 conferences, 18-20 network meetings, 1-3 general assembly
m	CSO database system	-	-

### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	5	Management and governance issues, fundraising, recruiting/growth, inclusion etc.
b	Monthly magazine	-	-
c	Mail magazine	4	Political issues, announcing meetings + trainings, job vacancies in member org
d	Job placement system	-	-

e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	-	The public register for NGOs uses the NCPO-system (Johns Hopkins)
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	4	We use volunteers in our office for practical help and for specific projects
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	We give advice to members in meetings, via telephone or e-mail
b	Useful online/offline tools	5	Written publications and web-publications
c	Training programs	5	We offer board-training for member organizations
d	Capacity building (CSO)	4	We offer advanced training courses for members and basic trainings that are available also for non-members
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	2	We have simple guidelines for purchases and for fund-raising

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	Y	Writing fund-raising applications, recruitment of volunteers, accounting etc.
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

## 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	-	-
b	Promotional activities for engaging with other sectors	1	Ad-hoc
c	Promoting advocacy and lobbying activities	4	We do a lot of lobbying and we train member organizations in lobbying, too
d	Enhancing collaboration for goal achievement	5	We coordinate the organizations views and lobby with great successes in behalf of everyone
e	Enhancing coordination for goal achievement	5	See above - we are consensus based organization and spend lot of time on coordinating views
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Regulation by government, CSOs legislation, VAT exemption for NGOs etc.
b	Introducing research reports or papers	-	-
c	Engaging with research institutions to share information	1	-

d	Agreeing on set of values	5	This is a very important and time-consuming activity for us
e	Active advocacy program and strategy	5	-
f	Engaging with policy making bodies	5	On national level
g	Follow up on effectiveness of policy	-	-
h	Strategy communication	5	-
i	Public campaigning	3	We work with our member organizations and with TV and newspapers to launch campaigns

## **15. Caucus of Development NGO Networks (Philippines)**

Evaluator: Sixto Donato C. Macasaet (caucus@code-ngo.org)

Type of organization: National level

Your field: No specific field

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	4	English
b	Mail magazine	3	Emailed newsletter (1x/ 2 months); for members and other interested groups
c	Monthly magazine	-	-
d	Publications	4	On various concerns (ex. Regulation of CSOs, Situation of CSOs, development agenda, assessment of government's development programs, etc
e	Almanac of CSOs	-	-
f	Information counter for visitors	-	-
g	Material room for visitors	-	-
h	Researcher function	2	Profiles of CSOs
i	Social Media	2	We maintain a facebook group page and a twitter account of CODE-NGO
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	5	Around 3 or 4 times a year
m	CSO database system	2	Members data only (and not all members yet); in English

### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	-	-
c	Mail magazine	-	-
d	Job placement system	-	-
e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	-	-



i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	3	Face-to-face meetings/consultations and email exchanges
b	Useful online/offline tools	3	Publications, e-copies
c	Training programs	3	Training workshops/seminars
d	Capacity building (CSO)	4	Training workshops/seminars, written case studies/guides
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	-
b	Promotional activities for engaging with other sectors	4	-
c	Promoting advocacy and lobbying activities	4	-
d	Enhancing collaboration for goal achievement	-	-

e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	3	-
b	Developing evaluation system	3	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	But we work with / support the Philippines Council for NGO Certification (PCNC)
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	4	-
b	Introducing research reports or papers	-	-
c	Engaging with research institutions to share information	2	-
d	Agreeing on set of values	4	Through studies/ meetings/ consultations
e	Active advocacy program and strategy	4	Researches, consultations, crafting/ consensus building on policy recommendations, advocacy planning and implementation
f	Engaging with policy making bodies	4	National government agencies and local governments
g	Follow up on effectiveness of policy	4	-
h	Strategy communication	-	-
i	Public campaigning	2	Through conventional media activities and social media and public info campaigns

## **16. Conseil de Concertation des Organisations d'Appui aux**

### **Initiatives de Base (Rwanda)**

Evaluator: SENYABATERA Jean Bosco (jeanboscos@gmail.com; ccoaib29@rwanda1.com)

Type of organization: National level

Your field: No specific field

#### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	3	French, English and Kinyarwanda
b	Mail magazine	4	For your members or individuals who registered.
c	Monthly magazine	-	-
d	Publications	3	Activity reports, newsletter
e	Almanac of CSOs	-	-
f	Information counter for visitors	-	-
g	Material room for visitors	4	For your members or individuals
h	Researcher function	2	Budget allocation in agricultural sector
i	Social Media	4	Web site
j	Web meeting	-	-
k	Developing community site	4	Member organisations which are working with based communities
l	Conferences & meetings	4	We invite stakeholders and discuss on different topics regarding national context
m	CSO database system	3	We are collecting institutional data from member organizations

#### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	3	On decentralization policy, agriculture policy, land use consolidation, social protection
c	Mail magazine	3	On decentralization policy, agriculture policy, land use consolidation, social protection
d	Job placement system	4	
e	Resources matching system	-	-
f	CSO database system	2	Software exists and is ready to be used for entering the data from member organisations

g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	4	On decentralization policy, agriculture policy, land use consolidation, social protection
i	Sectors orientation	4	Agriculture, Capacity building, Advocacy
j	Knowledge	3	Budget tracking, Leadership, Planning, Project design, M&E, advocacy technics
k	Volunteers	-	-
l	Professional human resources	4	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	3	Workshop, meeting
b	Useful online/offline tools	-	-
c	Training programs	3	Workshop
d	Capacity building (CSO)	4	Assessment and organizing training
e	Providing software	3	-
f	IT support	2	IT materials like computers and accessories
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	4	Reporting, Project design and implemtation
b	Training program for Coordinators	3	Reporting, Project design and implemtation
c	Training program for Chief Executives	3	Leadership, Human resource management
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	3	Regarding the need assessment
b	Promotional activities for engaging with other sectors	2	Citizen participation

c	Promoting advocacy and lobbying activities	4	Citizen participation, poverty reduction through agricultural sector and arts.
d	Enhancing collaboration for goal achievement	4	The synergy between member organisations and civil society organisations
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	3	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	3	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	3	-
b	Introducing research reports or papers	3	-
c	Engaging with research institutions to share information	2	-
d	Agreeing on set of values	-	-
e	Active advocacy program and strategy	3	After problems identification, we discuss with stakeholders on program and strategy
f	Engaging with policy making bodies	3	Decision makers
g	Follow up on effectiveness of policy	2	Initiating questionnaire surveys
h	Strategy communication	-	-
i	Public campaigning	-	-

## **17. Scottish Council for Voluntary Organisations (Scotland, UK)**

Evaluator: Ruchir shah (ruchir.shah@scvo.org.uk)

Type of organization: National level

Your field: No specific field

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	4	English
b	Mail magazine	5	For individuals who registered.
c	Monthly magazine	5	For our members only (weekly newspaper)
d	Publications	5	Various reports and guides online and in print
e	Almanac of CSOs	4	Digital - annually
f	Information counter for visitors	5	Telephone helpline
g	Material room for visitors	-	-
h	Researcher function	4	Third Sector online evidence library
i	Social Media	5	Twitter, blogs
j	Web meeting	-	-
k	Developing community site	5	Members - Rural gateway
l	Conferences & meetings	5	Monthly
m	CSO database system	4	Disclosing specified CSOs data. English site is available. Currently limited for intermediary organisations

### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	5	Pro-bono legal and human resource advice for our members with legal firms
b	Monthly magazine	5	Third Force News weekly
c	Mail magazine	5	Job placement, grant referral in Third Force News paper
d	Job placement system	5	Good-moves recruitment - web based
e	Resources matching system	3	Funders resource being currently developed
f	CSO database system	-	Have had in the past. Not currently publicly available or to members.
g	Classification of organizations	5	John Hopkins - ICNPO - 11 activities
h	Conferences & meetings focusing on matching	5	Members networking events as part of our conferences, seminars and events

i	Sectors orientation	4	Various members events
j	Knowledge	5	Web resources on setting up a CSO
k	Volunteers	-	-
l	Professional human resources	4	Pro-bono human resource advice for our members plus training events

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Helpline and web resources
b	Useful online/offline tools	5	Publications
c	Training programs	5	Regular short- course training
d	Capacity building (CSO)	5	Events, training, networking and information
e	Providing software	4	Brokered software deals for members
f	IT support	5	Web, managed IT and telephony services available for discount for members
g	Policy (guidelines)& Strategies	5	Web resources for organisational policy

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	4	Charity law, regulation, management, finance etc.
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	4	Short course training brokered
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	5	Various events and networks
b	Promotional activities for engaging with other sectors	5	Facilitated seminars and meetings
c	Promoting advocacy and lobbying activities	5	Advice and support for building policy advocacy capacity

d	Enhancing collaboration for goal achievement	5	Various quality systems such as EFQM for members
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	Upcoming work TBC
b	Developing evaluation system	-	Upcoming work TBC
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	5	Regular evaluation surveys of members

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Regulation by government, CSOs legislation, taxation for CSOs, etc.
b	Introducing research reports or papers	3	Occasional
c	Engaging with research institutions to share information	5	Lead role in third sector research agenda
d	Agreeing on set of values	5	Leadership role for third sector
e	Active advocacy program and strategy	5	Policy development and advocacy for sector
f	Engaging with policy making bodies	5	Primarily Scottish Government and Parliament
g	Follow up on effectiveness of policy	5	Members of parliament surveys
h	Strategy communication	5	Blogs, media engagement, consultations
i	Public campaigning	5	Conferences, blogs, media engagement, consultations



## **18. GuideStar Korea Foundation (South Korea)**

Evaluator: Eunhwa Chung (ehc@guidestar.or.kr)

Type of organization: National level

Your field: NPO information service \*

\*GuideStar Korea has developed Civil Society Information System(CSIS) providing approximately 2,000 NPO's financial information. From 2013, CSIS will be updated to have function connecting national information disclosure system operated by Korea National Tax Service. So, In CSIS over 25,000 NPO information will be accumulated and serves to stakeholders.

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	5	Korean
b	Mail magazine	5	"Post newsletter on the website of GuideStar Korea, monthly based about 8,000 recipient receive news"
c	Monthly magazine	2	With the title of "NPO Knowledge Management", Quarterly magazine will be published from 2013 and every audience could read.
d	Publications	5	Non-profit tax guide, "Philanthropy, NPO and Tax"
e	Almanac of CSOs	-	-
f	Information counter for visitors	-	-
g	Material room for visitors	-	-
h	Researcher function	-	-
i	Social Media	4	All the time whenever it is necessary,
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	-	-
m	CSO database system	3	Over 2,000 NPO information in the CSIS, only Korean available

### **2. Resource-matching**

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	2	NPO managing, Financial managing, information service

c	Mail magazine	2	NPO managing, Financial managing, information service
d	Job placement system	-	-
e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	3	9 categories are classified by organization's main mission
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	-	-
b	Useful online/offline tools	-	-
c	Training programs	5	On the website, the registered individual could get some online lecture at any time for free
d	Capacity building (CSO)	5	Provide online education contents to increase CSO capacity.
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	-	-

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

## 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	-	-
b	Promotional activities for engaging with other sectors	-	-
c	Promoting advocacy and lobbying activities	-	-
d	Enhancing collaboration for goal achievement	-	-
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	Y	At every fiscal year we have external auditing from professional accounting firm
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	-	-
b	Introducing research reports or papers	-	-
c	Engaging with research institutions to share information	-	-
d	Agreeing on set of values	-	-
e	Active advocacy program and strategy	-	-
f	Engaging with policy making bodies	-	-
g	Follow up on effectiveness of policy	-	-
h	Strategy communication	-	-
i	Public campaigning	-	-

## 19. Tanzania Association of NGOs (Tanzania)

Evaluator: Ngunga Tepani (info@tango.or.tz or n.tepani@tango.or.tz)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	3	English and Kiswahili
b	Mail magazine	3	Both registered NGO / CSO member organisations and individuals
c	Monthly magazine	3	Both registered NGO / CSO member organisations and individuals
d	Publications	4	Reports, manuals and books
e	Almanac of CSOs	3	Annually - mostly digital base
f	Information counter for visitors	4	-
g	Material room for visitors	3	We have a small resource centre open to all our visitors
h	Researcher function	2	Needs support to be able to index available publications
i	Social Media	1	Currently not used
j	Web meeting	1	Not applicable
k	Developing community site	2	Not functional but being developed - portal for online policy and CSO discussions
l	Conferences & meetings	4	Several in a year to empower our members
m	CSO database system	2	-

### 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	-	-
c	Mail magazine	-	-
d	Job placement system	2	System dictated by sending organisation
e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	-	Secretariat need capacity building in this area
h	Conferences & meetings focusing on matching	-	-

i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	3	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	-	-
b	Useful online/offline tools	3	Through our website and portal shall be accessible to all CSOs and general public
c	Training programs	4	Through facilitators - third party
d	Capacity building (CSO)	4	Workshops dialogues and mentoring (at most 20 workshops/seminars per annum)
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	4	We publish manuals and position papers on a need basis

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	Y	Orientation
e	Training for trainers	Y	Specific to certain skills
f	Publications	-	-
g	Capacity building for career development	1	Only a few staff members have been supported in the past

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	5	Produce self-teaching material, host coalitions and actually mediate btn CSO and government
b	Promotional activities for engaging with other sectors	-	-
c	Promoting advocacy and lobbying activities	5	-

d	Enhancing collaboration for goal achievement	3	-
e	Enhancing coordination for goal achievement	4	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	3	At the design stage of our programmes
b	Developing evaluation system	2	Need support to develop project-specific tools
c	Assessment	3	Improvement to empirical evidence needed
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	4	Annually
g	Members & stakeholders feedback	4	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	3	-
b	Introducing research reports or papers	-	-
c	Engaging with research institutions to share information	5	-
d	Agreeing on set of values	4	Through debate
e	Active advocacy program and strategy	3	-
f	Engaging with policy making bodies	4	Central government; legislative bodies local government authorities and development partners
g	Follow up on effectiveness of policy	3	Need more capacity / skills
h	Strategy communication	-	-
i	Public campaigning	3	Through research findings conduct public debates to validate and then use media to popularise the outcome

## 20. Third Sector Foundation of Turkey (Turkey)

Evaluator: T.Basak Ersen (basak@tusev.org.tr)

Type of organization: National level

Your field: Enabling environment for CSOs

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	5	Turkish and English
b Mail magazine	5	Yes
c Monthly magazine	5	Yes
d Publications	5	Irregular. Both paper and digital base
e Almanac of CSOs	5	-
f Information counter for visitors	-	-
g Material room for visitors	-	-
h Researcher function	-	-
i Social Media	5	Irregular.
j Web meeting	-	-
k Developing community site	-	-
l Conferences & meetings	5	Irregular
m CSO database system	5	Data of our members in Turkish and English

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	-	-
b Monthly magazine	4	Grant referral, meetings
c Mail magazine	4	Grant referral, meetings
d Job placement system	-	-
e Resources matching system	-	-
f CSO database system	-	-
g Classification of organizations	-	-
h Conferences & meetings focusing on matching	-	-
i Sectors orientation	-	-
j Knowledge	-	-
k Volunteers	-	-
l Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Face to face meeting and tele-conference
b	Useful online/offline tools	5	Publications, e-bulletin
c	Training programs	-	-
d	Capacity building (CSO)	-	-
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	4	Expert notes, policy guidelines and advocacy tools

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	-
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	-
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	2	Ad-hoc
b	Promotional activities for engaging with other sectors	3	Ad-hoc
c	Promoting advocacy and lobbying activities	4	Ad-hoc
d	Enhancing collaboration for goal achievement	-	-
e	Enhancing coordination for goal achievement	-	-
f	IT networking	-	-



## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	5	-
g	Members & stakeholders feedback	2	Ad-hoc

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	4	Ad-hoc
b	Introducing research reports or papers	4	Ad-hoc
c	Engaging with research institutions to share information	1	Ad-hoc
d	Agreeing on set of values	-	-
e	Active advocacy program and strategy	2	Ad-hoc
f	Engaging with policy making bodies	4	All related public bodies
g	Follow up on effectiveness of policy	-	-
h	Strategy communication	-	-
i	Public campaigning	1	Ad-hoc

## 21. National Council for Voluntary Organisations (England)

Evaluator: Verity Buckley (on behalf of Oliver Henman) (verity.buckley@ncvo-vol.org.uk)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services	Eval.	Further details about services
a Homepage	3	English
b Mail magazine	3	For individuals who registered.
c Monthly magazine	-	-
d Publications	5	Data, governance, advice and support guides
e Almanac of CSOs	5	Annually (paper)
f Information counter for visitors	4	helpdesk for members
g Material room for visitors	-	-
h Researcher function	3	Crowd sourcing sites.
i Social Media	5	Web forum, Twitter, Facebook, LinkedIn
j Web meeting	-	-
k Developing community site	-	-
l Conferences & meetings	5	Once annual conference, 3/4 themed meetings per year. Numerous every month
m CSO database system	-	-

### 2. Resource-matching

Description of services	Eval.	Further details about services
a Counseling services	-	-
b Monthly magazine	-	-
c Mail magazine	-	-
d Job placement system	-	-
e Resources matching system	5	Funding central website - matching organisations to funding
f CSO database system	5	Internal database match roles/ interests to our services
g Classification of organizations	5	Subsectors of our members - approx 10
h Conferences & meetings focusing on matching	-	-
i Sectors orientation	-	-
j Knowledge	5	Policy research/data/etc

k	Volunteers	-	-
l	Professional human resources	-	-

### 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Face to face meetings and tele-conferences, workshops and consultancy
b	Useful online/offline tools	4	Publications, online - funding central, knowhow non-profit, EFN.
c	Training programs	5	workshops/webinars, consultancy
d	Capacity building (CSO)	5	as above, also publications
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	5	Policy analysis for sector, consultancy, strategies, Good Guides series.

### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	5	Campaigning, governance
b	Training program for Coordinators	5	As above
c	Training program for Chief Executives	5	As above
d	Training program for volunteers	-	-
e	Training for trainers	4	As above
f	Publications	5	Good guides, see above for mentioned materials
g	Capacity building for career development	-	-

### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	5	e.g. Public services delivery network, EFN
b	Promotional activities for engaging with other sectors	1	ad-hoc
c	Promoting advocacy and lobbying activities	4	Use of twitter and social media for campaigns
d	Enhancing collaboration for goal achievement	5	Working groups with experts and practitioners in specific fields

e	Enhancing coordination for goal achievement	-	-
f	IT networking	4	Use of Yammer

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	-	-
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Regulation by government, CSOs legislation, taxation for CSOs, charity law, public services, local government etc.
b	Introducing research reports or papers	5	Paper launches, conferences and media
c	Engaging with research institutions to share information	4	Other sector research centres and Universities
d	Agreeing on set of values	5	Member consultations, comment on elections and joint policy work with others in sector
e	Active advocacy program and strategy	5	Campaigning strategy for organisation, advocacy on national policy
f	Engaging with policy making bodies	5	Government departments, MPs, MEPs, EU Commission
g	Follow up on effectiveness of policy	-	-
h	Strategy communication	-	-
i	Public campaigning	5	Give it back campaign on charity donors (re:tax) - social media, sector collaboration etc.

## **22. National Council of Nonprofits (United States of America)**

Evaluator: Tim Delaney (tdelaney@councilofnonprofits.org)

Type of organization: National level

Your field: No specific field

### **1. Information providing**

Description of services		Eval.	Further details about services
a	Homepage	5	English
b	Mail magazine	-	We do not send hard copy through postal service; we use e-newsletters.
c	Monthly magazine	-	We do not send hard copy through postal service; we use e-newsletters.
d	Publications	5	We publish a public policy/advocacy e-newsletter every two weeks; we publish a capacity-building e-newsletter once a month. Both are free to anyone who signs up. We also have a members-only e-newsletter about member issues. Plus, we have multiple listservs for our members only.
e	Almanac of CSOs	-	We do not publish an "almanac," but we publish multiple documents throughout the year that contain statistics about nonprofits.
f	Information counter for visitors	-	We do not have a formal information desk that people visit in person, but much of what we do involves advising, coaching, assisting our members. Also, we try to assist members of the public when they call as well as the media.
g	Material room for visitors	-	-
h	Researcher function	5	Our website is rich with free information for the public; additionally, we maintain a special portion of our website just for our members, providing them with access to form files and information that helps our State Association platforms share information.
i	Social Media	4	Facebook, Twitter (two handles)
j	Web meeting	-	-

k	Developing community site	-	-
l	Conferences & meetings	5	We hold one annual meeting of our members each year. We hold it in Washington, DC, so we can also convene them for an annual Nonprofit Lobby Day at the U.S. Capitol. Additionally, recently we have held several regional and one nationwide Advocacy Institutes.
m	CSO database system	-	-

## 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	-	-
c	Mail magazine	-	-
d	Job placement system	-	-
e	Resources matching system	-	-
f	CSO database system	-	-
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	-	-
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	-	-
l	Professional human resources	-	-

## 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	5	Email, telephone, in-person when feasible
b	Useful online/offline tools	5	Website; e-newsletters
c	Training programs	-	-
d	Capacity building (CSO)	5	Website; e-newsletters; email; phone
e	Providing software	-	-
f	IT support	4	One of our staff members is very tech-savvy; he helps our members in the field whenever they encounter challenges.
g	Policy (guidelines)& Strategies	5	We help our members in a wide variety of ways.

#### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	-	-
b	Training program for Coordinators	-	-
c	Training program for Chief Executives	-	However, we do provide a general orientation for the new CEOs
d	Training program for volunteers	-	-
e	Training for trainers	-	-
f	Publications	-	However, our website has materials focused on HR issues.
g	Capacity building for career development	-	-

#### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	4	We develop various templates for our members to use with potential members
b	Promotional activities for engaging with other sectors	5	We do a lot with our members and the sector as a whole regarding engaging with government
c	Promoting advocacy and lobbying activities	5	We have an extensive focus on public policy matters (including advocacy and lobbying in all their legal forms)
d	Enhancing collaboration for goal achievement	5	We do this in general, but especially around the topic of government - nonprofit contracting reform.
e	Enhancing coordination for goal achievement	4	Again, we do a lot of this through of public policy work.
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	Not sector-wide. We do this internally within our organization, and encourage our members to do it.
b	Developing evaluation system	-	-
c	Assessment	-	Again, internal only.
d	Sharing evaluation results and learning on the internet or with other tools	-	Not in a systematic way, but we have been writing about this in our e-newsletters.
e	Independent evaluative body	-	Not us, but many of our State Association members (such as Maryland Nonprofits, which developed the Standards of Excellence program, and the Minnesota Council of Nonprofits, which developed the Nonprofit Principals and Practices guide) have developed programs and shared them with others across our network, who in turn share them with their members within their state networks.
f	External auditing	-	-
g	Members & stakeholders feedback	5	In addition to doing an annual Member Mapping to gather data about our members, we started conducting an annual member satisfaction survey.



## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs	5	Endless variety, depending on the threat, from taxation and regulation to health care and government contracting.
b	Introducing research reports or papers	5	We publish a broad range of research and advocacy reports.
c	Engaging with research institutions to share information	5	We have helped develop a new system of working with an independent research institution to gather independent research, and we in turn then become the designated advocates to use the information in a more powerful way.
d	Agreeing on set of values (build consensus)	4	We normally build consensus within our State Association platforms, paving the way for others to then join coalitions.
e	Active advocacy program and strategy	5	Endless, daily, hourly.
f	Engaging with policy making bodies	4	We can and do when we need to. We normally work through our State Associations at the state level, which is where we focus. When we need to engage at the federal level, be it with the Congress, the White House, or particular agencies, we do so directly.
g	Follow up on effectiveness of policy	4	Not systematically, but organically, in the sense that we focus on the hot issues.
h	Strategy communication	4	We do a lot of issue-framing for our members, but because of lack of resources it almost always is in a defensive posture rather than laying out a proactive
i	Public campaigning	5	Multiple -- at multiple levels in multiple jurisdictions on multiple topics.

## 23. Wales Council for Voluntary Action (Wales, UK)

Evaluator: Michelle Matheron (mmatheron@wcva.org.uk)

Type of organization: National level

Your field: No specific field

### 1. Information providing

Description of services		Eval.	Further details about services
a	Homepage	3	English and Welsh. New website to be launched end 2012
b	Mail magazine	4	Fortnightly. For Members (and press contacts / politicians)
c	Monthly magazine	-	-
d	Publications	4	As and when required to publicise different projects etc.
e	Almanac of CSOs	5	Updated annually, printed in hard copy and available online
f	Information counter for visitors	4	For anyone, telephone helpdesk
g	Material room for visitors	-	-
h	Researcher function	4	we have researcher function
i	Social Media	4	Facebook page, twitter account, Flickr account. Social media used at events and to publicise them
j	Web meeting	-	-
k	Developing community site	-	-
l	Conferences & meetings	5	Very regularly. 3 major conferences per year plus seminars, policy events, regular training courses (a large number each month)
m	CSO database system	Y	-

## 2. Resource-matching

Description of services		Eval.	Further details about services
a	Counseling services	-	-
b	Monthly magazine	-	-
c	Mail magazine	4	Anything affecting the sector including funding cuts, policy items, news stories
d	Job placement system	-	-
e	Resources matching system	-	-
f	CSO database system	Y	-
g	Classification of organizations	-	-
h	Conferences & meetings focusing on matching	3	Some networking sessions held at events
i	Sectors orientation	-	-
j	Knowledge	-	-
k	Volunteers	5	We run volunteer programmes and support for organisations
l	Professional human resources	4	Payroll service

## 3. Management & Governance

Description of services		Eval.	Further details about services
a	Advisory services	4	Helpdesk, one to one advice, information sheets
b	Useful online/offline tools	4	Publications, information sheets, training and events
c	Training programs	5	Courses all across Wales on a range of topics (764 last year)
d	Capacity building (CSO)	4	Training courses, seminars, publications, advice
e	Providing software	-	-
f	IT support	-	-
g	Policy (guidelines)& Strategies	4	-

#### 4. Human resource development

Description of services		Eval.	Further details about services
a	Training program for charity staffs	5	Courses all across Wales on a range of topics (764 last year)
b	Training program for Coordinators	5	Courses all across Wales on a range of topics (764 last year)
c	Training program for Chief Executives	5	Courses all across Wales on a range of topics (764 last year)
d	Training program for volunteers	5	Courses all across Wales on a range of topics (764 last year)
e	Training for trainers	5	Courses all across Wales on a range of topics (764 last year)
f	Publications	4	As and when required to publicise different projects etc.
g	Capacity building for career development	Y	Some training courses

#### 5. Networking and Coordination

Description of services		Eval.	Further details about services
a	Promotional activities for forming network with CSOs	3	-
b	Promotional activities for engaging with other sectors	3	-
c	Promoting advocacy and lobbying activities	3	-
d	Enhancing collaboration for goal achievement	4	Support for a range of networks
e	Enhancing coordination for goal achievement	3	-
f	IT networking	-	-

## 6. Evaluation

Description of services		Eval.	Further details about services
a	Developing criteria of evaluation items	-	-
b	Developing evaluation system	3	Support and information for organisations
c	Assessment	-	-
d	Sharing evaluation results and learning on the internet or with other tools	-	-
e	Independent evaluative body	-	-
f	External auditing	-	-
g	Members & stakeholders feedback	-	-

## 7. Influencing policy making

Description of services		Eval.	Further details about services
a	Research programs (working groups, round table discussion, etc.)	3	-
b	Introducing research reports or papers	4	-
c	Engaging with research institutions to share information	3	-
d	Agreeing on set of values (build consensus)	-	-
e	Active advocacy program and strategy	3	-
f	Engaging with policy making bodies	3	Definition of policy priorities and influencing on those via a range of tools
g	Follow up on effectiveness of policy	3	Welsh Government, think thanks, national assembly for Wales, local authorities, health boards
h	Strategy communication	-	-
i	Public campaigning	-	-